# Point of View By James W. Schmotter

E WORLDWIDE UNRAVELING OF COMmunism gives American business schools a onique opportunity to redeem themselves at a time when gradnate management education is being criticized as never before. By offering their services to regions just discovering capitalism, these schools can serve countries that now crave what they teach and also demonstrate their relevance to American corporate executives who have been increasingly critical of business-school graduates.

Hardly a month passes without a new article in the husiness press langenting the narrow, overly quantitative focus of gradoste business curricula, the irrelevant rescurch done by business schools' faculty members. and the imbility of graduates to grapple successfully with the nation's economic problems. Reporters gleefully interview unemployed graduates of husiness schools and pump corporate executives for unflattering comments about their employees with mus ters degrees in business administration.

At the same time, schools offering MITA's are seriously re-examining their programs. In the past three years, two major national sassciations of business schools have issued reports challenging their members to reform. For the first time, American schools are seeing their European counterparts as serious competitors for business students from around the world. Aeross the nation, schools

ranging from small colleges to industry flagships, in-cluding the Wharton School of Business at the University of Pennsylvania and the University of Chicago's Graduate School of Business, are rushing to make changes in their academic programs.

These changes are occurring both inside and outside the classroom. Some schools have revised their required curricula to include attention to subjects such as cultural diversity, global business operations, and effeetive negotiating. Others are developing off-campus. Outward Bound-type lesdership programs or sponsor ing International trips for groups of students. Still others are odding experts from outside the traditional business disciplines to their faculties. All are stlempting to address the challenges of preparing MBA graduates for lendership in a tough global economy and in flatter, less-hierarchical business organizations that will employ a more culturally diverse work force.

Schools that do not respond to the dramatic changes tsking place in their environment may see their enrollments decline as their graduates become less desirable in the job market. Even those that do change will find themselves working fiercely to attract students and place them in corporate positions.

Although competition for students may remain intense, two new directions that American business schools might take to improve their long-range outlook

Last summer, the first 40 members of the MBA Enterprise Corps left for assignments in Eastern Europe. The Enterprise Corps was formed by a consortlum of 20 well-known business schools; it places asw was graduates in 18-month work assignments with companies in Hungary, Poland, and Czechoslovskia. The group has surprised even its strongest supporters by the speed with which it has raised funds, recruited members, and signed up Enst European employers The first class of Enterprise Corps members work at 35 different organizations in Esstern Europe; a second class now is being selected that will depart at the end of



# **Business Schools** After the Cold War

By serving East Europe, they can play a key role in one of the great dramas of the century

> The Enterprise Corps benefits everyone involved. Corporate donsrs and officials of the U.S. Agency for international Development provided support because they saw the corps as the perfect vehicle to assist countries of the former Communist bloc that are attempting to shift their companies from government to private cantrol. East European businesses jumped at the chance to hire enthusiastic young Americans with strong technical skills in accounting, marketing, finance, and operations. The graduates, who are interested in international business and facing a tough job market at home, saw the experience as a perfect way to differentiste their skills from those of other businessschool gradustes and have an adventure as well.

This year the Enterprise Corps intends to recruit 100 graduates. Four more schools have joined the consortium during the past 12 months, and others have petitioned for membership. Requests for assistance have arrived from the newly independent Baltic states, Ukraine, and Russia. Clearly there is more demand than the Enterprise Corps alone can serve; opportunities for other consortis or for individual schools

SECOND GLIMPSE of a possible new course for business schools occurred during a recent visit by 27 industrial managsrs from the former Soviet Union to Cornell University's Johnson Graduate School of Management. During a two-week educational program that included classroom lectures and visits to factories and businesses, the managers lost their simost romantic view of the workings of capitalism and began to understand the difficulty of the road ahead of them in converting to s market economy. They quickly understood the complexities of business today sod how much they needed to learn. Cornell professors, in turn, were gratified at the close strention being paid to their lectures closer attention than they were accustomed to in the

These examples suggest that business schools have

nowledge that may become increasing vulnable. Munagement schools speak the mi versal language of the post-cold war worldnot English, but business. As huge section the world move toward free markets, as Unquote global demand for business and the markets as global demand for business education seems hound to explude. Further, the technical mits-and-bolts skills that some critics thin nverwhelm the curricula of business school are exactly what officials attempting to refore formerly controlled economies need. White such basic subjects as accounting and finance alone may be insufficient to allow graduate to uchieve success in American board room they will be crucial to reforming and establish ing businesses in Eastern Europe and the for mer Soviet Union during the next few dec-

Finally, because of their positions as not profit gateways between corpurations and a udeme, business schools are in a good postion to play an immediate role in the process of international economic growth and relong. The demunds of long-term profitability that construin Western cornorate investment in the former fastern bloc do not apply to the schools; they can move quickly and creatistly to aid business executives abroad. Such hit can include crush courses in the basics of business for former Communist-bisc many ers, held both here and abroad; un-site technical assistance through nechanisms like th Mun Enterprise Corps; and aid in developing new Western-style schools of management in the for mer Communist bloc.

ORKING with corporate partners and le cul chambers of commerce, business schools can help develop exchanges and other educational programs is asist American executives, as well as students, in gaining experience in the region. Through such ventures, the cun not noty generate material understanding and expertise but also introduce potential commercial partner each other without the pressure to make business deals. Such Introductions can spur economic develop ment both at home and overseus.

These initiatives will require additional resource but this should not be an insurmountable hurdle. Such projects are especially relevant to the federal govern ent's commitment to develop democracy and fro markets in Eastern Europe and the former Soviet Un ion, a task that should interest foundation and corpo rate sponsors as well. And the opportunity to play a direct role in one of the great dramas of our cent cannot help but attract students, perhaps ones who never before considered an Man.

Pursuing activities such us these will not be easy for merican business schools. Broadening their mission and serving new customers from different cultural and economic backgrounds will require new flexibility and creativity from both administrators and faculty members. Expertise on subjects such as development economics, the logistics of privatization and joint ventures, and East European languages may have to be imported from elsewhere on the campuses, from corporations, or from sbroad. Yet for many business schools, such expansion msy well mean a more such cessful future than any of their current crities ar defenders now imagine is possible

James W. Schmotter is associote dean of the Johnson Graduote School of Management at Cornell Univer-

# THE CHRONICLE

of Higher Education.

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# Higher Education Act; Bush Threatens Veto

By THOMAS J. Del.OUGHRY

By a vote of 365 to 3, the House of Representatives last week approved legislation to reauthorize the Higher Education Act. The overwhelming margin for the fiveyear, \$100-billion bill indicated strong Republican support-despite a promise from

President Bush is veto the legislation. The Nay votes were cast by three Republicans: Philip M. Crane of Illinois, John T. Dontittle of California, and Bob Stump

The House action, coming five weeks after the Senate approved its higher-educa-tion bill, moved the reauthorization pracess-which began 30 months ago-into its final phase. Delegates from the House and Senute are expected to meet in the next few weeks to work out a compromise between the two bodies' versions of the bill.

## White House Oppuses Pliot Project

I awmakers hope to send the final ver-sion to the President by June, when the Appropriations Committees In both inuses are expected to begin drufting budget bilts for liscal 1993, which begins in Detriber. The panels need the new highereducation law to guide them, because the current law expires in September.

The legislation's fate was uncertain last week, after the White House issued its veto threat. The Administration said in a statement that it upposed a provision to create a pilot project in test the idea of direct student leans, it also objected to provisions that would make more Pell Grouts and Stafford Student Luans available to middle-income families.

Education Secretary Lamar Alexander and Thomas A. Scally, associate director

A Revolutionary Mirror

# House Voles to Approve Students Have Right to See Comments of Admissions Officers, Education Department Rules



Jashua A. Gersteim: "Universities shauld have to defend the way they go about making their admissions desisions, and the universities seem to be saying they don't."

of the White House Office of Mnnagemen and Budget, held a classed door meeting with House Republicans inst week in nn attempt to raily support for the Administration's pasitions.

Secretary Alexander said in an interview after the meeting that the Administration felt strongly about opposing the effort to substitute direct loans for Stafford loans on hundreds of campuses. "It adds billions to the federal debt and creates the possibility Continued on Page A26

At the University of Arizons, a mold is filled with gisss

in preparation for the Constitution of the language and scope mirror ever built in the United States; Page A6.

in preparation for the construction of the largest

Campaign organized to get files opened on several campuses

By SCOTT JASCIIIK

A federal privacy-protection law gives students the right to see comments written about them by admissions officers, the Education Department has ruled. Until now, university officials have believed such comments were not covered by the law.

The department world after Harvard University denied a student's request in see the comments written about him.

The student, Joshun A. Gerstein, has since graduated and is organizing a cantpaign to have students at a number of universities request the files that admissions officers developed on them. Obtaining more admissions files, he says, could shed new light no how leading universities de-cide whom to admit, and on the validity of charges that Asien-American applicants face discrimination in the admissions proc-

Informed of the ruling, higher-education officials said they were disturbed by the

Asian-American activists and ucua officisis criticize the Education Department's lack of action in a year-old blas case; A25.

Education Department's interpretation. Frank Burtnett, executive director of the National Association of College Admission Counselors, said it would improperly give students access to "the inner workings of an admissions operation," something he said the government had never

Mr. Burtnett also said the quality of sdcause "you are going to see people being less candid." missions evaluations would go down be-

The dispute involves the Family Educa-Cantinued on Page A28

## South African Universities Seek to Renew Overseas Contacts

Long shunned by the international neademic community because of their country's policy of apartheid, South Africa's universities hope that political reforms at home will lead to new cooperation with universities abroad. Campus leaders say such contact is especially important for the country's disadvantaged students and historically black universities.

South African educators disagree, however, over whether the time has come for American institutions to abandon their divestment policies and reinvest in companies doing business in their country.

STORY ON PAGE A37

MUCH DANTE?

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# This Week in The Chronicle

SOCIAL SCIENTISTS INVESTIGATE RELIGION An increasing number of scholars are examining the An accessing number of scholars are examining t inject of religious belief on everything from voting phavior to mental health: A6

The variety of research on religion shows the mes-sorprising and subtle impact it can have: A8

NEW TECHNOLOGY FOR TELESCOPE MIRROR A seam of scientists of the U. of Arizonn will begin casing a 6.5-meter mirror, the largest ever made by

OHO STATE SETTLES DISPUTE It agrees to pay the U. of Arizona and Italy's Arcetri physical Observatory for withdrawing from a patnership to build a \$60-million telescope: A10

takersities called lax in investigating misconduct: A6 Belayed astronomy exportment gots off the ground: A6 Researchers say they've bean able to grow narve calls: ALI AZI seld not to harm pregnant women or fetusas: A1.1 Sincy tracks problems of American Indian youths: A11 19 new scholarly books: A12

BATTLING SLACK STUDENTS' EDUCATIONAL CRISIS A Stanford professor of social psychology is trying to fed effective ways to crase the stigma that contributes to the educational deficits of minority students: A5

MAKECH EDUCATION FOR JOURNALISM # U. of Missouri stodents use 300 personal computers by to keep up with changes in the nevertising, news, publishing, and public-relations industries: A19

A Missouri professor trains journalists in how to get government tapes and unnityze them on computers: A21 COMPLIERIZING THE GRAQUATE RECORD EXAM

Starting in the full, graduate-school applicants will have the option of taking the test on computers: A19

PBS series will axamine the history of the computer: A19 lafayatta Collaga wants the nows medio to call: A19 Do professors get credit for network activities?: A19 15 new computer pregrams; 10 naw optical disks: A23

## Personal & Professional Concerns

CUNY REPLACES EMBATTLED BLACK-STUDIES HEAD he university's trustees nume an emeritus professor rom Yale U. to replace Leonard Jeffries, Jr., as chairman of the department at City College: A14

CAMILLE PAGLIA GDES TO HARVARD The frenetic author, who relishes her role as an enemy

of feminists and literary theorists, visits Harvurd for an evening of vitriol and scholar bushing: A14

President etaps asida at Paul Quinn Cotlaga: A4 Mindmill brings heat, light, and conservation campaign: A4 Mizzerd damegas 700 Irees at U. of Celorado: A6 lustees say Webash College will remain all-male: A5 Stanfard naurosurgaen quits as head of modical school: A14 ollega group's handbeek focusas en eexist behavior: A14 essencher acquitted of threatening head of Volperalso: A17 Momination for a Chicane studios post sparke dispute: A18 Ms. professers win naw way to appael denial of tenure: A18 American Council on Education chooses 32 fellows: A18 Seven new beeks on higher education: A17

## ederal & State Governments

HIGHER EDUCATION ACT ADVANCES By an overwhelming margin, the House of epresentatives has approved legislation reauthorizing the Higher Education Act: Al



stical experiences to church bazsers, researchers are tracking the impact of raligion on society. Above, participants at the "Focus on You Expo" in Cenver: A8

## REVEALING ADMISSIONS OFFICERS' COMMENTS

A federal privacy-protection law gives students the right to see comments written about them, the Education Department rules: Al

## BUSH TAKES AIM AT UNIVERSITY EARMARKS

The President wants millions of dollars in Congressional earmarks for specific research projects eliminated from the 1992 budget: A27

## COMPLAINTS ASDUT STATUS OF BIAS INQUIRY

A year and a half after finding that UCLA discriminated against some Asian-American applicants, the Education Department has token no action to resolve its cuse: A25

POLITICS AND HIGH EXPECTATIONS FOR CHANCELLOR The new hend of the California State University System is already enmeshed in fights over tuition increases and uffirmulive action: A25

## BACKERS OF MINDRITY AID PLAN NEW TACK Critics of the Education Dept. proposal to bar some grants to members of certain racial or ethnic groups hope to delay indefinitely the rules' effect: A29

THE INEQUITIES OF LOW TUITION Public oniversities must start charging high tuition to make op for the onwillingness of state legislatures to provide sofficient appropriations. Point of View: A48

THE VENERATION OF INDIVIDUAL RIGHTS America's current conception of citizens' rights festers social and pelitical pathelegy. Opinion: B1

Budget cuts kill Mississippi's Teacher Corps: A25 U. of Gaergia president lobbles for a 'water' bill: A26 Saginaw Vallay State U. woos Legislature with music; A26 Administration official criticizes cloims on fetal tissue: A27 Bush veteas tax bill with provisions sought by colleges: A27 Report urges more U.S. support for non-besic research: A27 Mass. loses \$2-million in federal student aid funds; A29 Georgia ersetas \$50-million distance-isaming program; A29 Texas comptrollar calls for sudit of lean agency: A29

NEW EMPHASIS ON ALUMNAE AS DONDRS Eager for new sources of support, colleges are new courting their daughters in the same way they have long pursued their sons: aggressively: A31

United Negro College Fund said to plan rastructuring: A31 Bridgeport reconsiders offer from group tied to shurch: A31 Foundation grents; gifts and bequests: A32

NCAA TO BACK DISCLOSURE MEASURE The association will support federal legislation requiring colleges to reveal sports revenues and costs: A35

Status of sports investigations on collage campuses: A35 U. of Navada rejects proba of basketboll controversy: A3S

## EXPLORING THE WORLD OF DPERA

Students at DePaul who hope to sing professionally can porsue the oniversity's vocal-performance major, which this year includes the staging of Bizet's Carmen: A33

## RAISING TUITION AT PUSLIC INSTITUTIONS Colleges should charge higher tuition and distribute the

revenue to needy students. Point of View: A48

Multisultoral centar may close due to lack of money: A33 Madinal schools eye tast for clinical competence: A33 Court upholds university's right to sat curriculom: A34

SPOTLIGHT ON ACADEME IN BRITISH ELECTION Votes of professors and students moy be important in a number of districts that are home to composes: A36

SOUTH AFRICAN INSTITUTIONS REACH OUT Universities that long have been isolated ore forming international partnerships: A37

GREATER AUTONOMY FOR ITALY'S UNIVERSITIES A sweeping law would give Italy's overcrowded public institutions greater control over their own affairs: A37

Trinity Colls ge wants students from Northern Irstand: A36 Human-rights group honors mamory of slain Jasuits: A36

RE-INTERPRETING THE AMERICAN WEST A phetographer removes the distorting lens of nantleism from our view of the West. Endpaper: B48



SHOWTIME

فت السيسة - والمستناف المناسبة المناسبة المستناف

# MARGINAL

Letter dated March 4, to a university's public-information office, from The Sun Francisco Chronicle:

"This letter is to inform you that, due to the continuing poor state of the continuity, The Sun Francisco Chronicle has not been able to main. nin a higher education writer on

"Thus, we ask that you remove our name from your mailing lists and not send us any more information. When the economy reheamds, we will then inform you who has been ussigned permanently to that posi-

Letter dated March 5, to the same reflice, from the same newspaper:
This letter is to correct a previous

mailing sent out at the heginning of

"The incurrect portion of the prior letter stated that The Chronicle dues not have a higher education reporter. The Chroniele has hired one and he is currently on staff with us. He will contact your organization to be put on your mailing list at a future

"Please correct your moiling list as necessary. The Chronicle regrets any inconvenience this error may hove

Resilient economy? Overnight rebound?

Picture enption in Berkeley's Daily Californian:

"A compus police notice warms
joggers of 'INOECENT EXPOSURES ON THE FIRE TRAILS.' During the past four months, women have reported eight encounters with a flasher, usly described as 'professor-like' and 'elf-like.'

Sounds like of Doc Nibelung.

Note in the National University Continuing Education Association's NUCEA News:

"Brighom Young University's Di vision of Continuing Educotion is celebrating its 70th anniversary this year. The division began with one enrollment in 1876

And with a 46-yenr-old enlendar on the woll.

News item in The Cornell Daily

SCIENTOLOGY LEADERS

RESIGN AMIO SCANDAL "aosium (AP)—The chairperson of the Christian Science Church and soveral other top officials resigned sterday amid controversies. . .

From the same paper, same issue DELICION MAJOR SEEKS STUDENTS

"Since it created a new undergradunte mainr last fall, the religious studics program is in the process of drumming up more interest in its

For o likely cundidate, call The Snn's cupy desk.

# In Brief

## Windmill at Hamilton College generates

heat, light, and a conservation campaign

CLINTON, N.Y .-- A windmill erected at Humilton Cullege left) has helped to generate light and heat in one residence hall and an energy-conservation effort across the cumpus

The 120-foot-tall windmill, which was put up in Fehruary. provides 9 per cent of the electricity needed to power a threestory residence hall. It is expected to cut the college's electricity hill by about \$4 000 a year

The windmill was the brainchild of a 1991 Hamilton graduate, Steedman L. Bass, who persuaded his classmates to give it to the college as their senior-class gift.

"The windmill has both practical value, in that it saves the school money, and symbolic value, in that it represents afternatives to current sources of energy," says Mr. Bass, who has been hired by the college for a year to analyze its energy consumption and recommend improvements

Since last June, Mr. Bass has helped lead a campnign designed to increase energy conservation un campus. If Hamilton's energy consumption this fiscal year is at least 15 per cent below the average in the previous five years, the college will use the \$200,000 in expected savings to create a new student scholarship.

Mr. Bass soys the institution is approaching that goal by replacing incandeseent bulbs with compact fluorescent lights, which use 70 per cent less energy to produce the same amount of light. It also has installed motion detectors that automatically turn lights on and off when people enter and leave a room. The local utility company has awarded the college substantial rebates for having switched to the energyefficient technology.

Teaching people on the campus to use energy mure effi-ciently has also led to savings, Mr. Bass says.



## Students tap the trees, trustees get the syrup

HUNTINGDON, PA. - ENG pring, alumai, students, and m fessors at Juniata College joi the maple-syrup hurvest (above at the cullege's Environmental Studies Field Station. Tapping 600 to 800 trees, the valua make about 100 gallons of syrap. which they give away to the tollege's trustees and others.

## Jury awards \$1.6-mills to student raped at USC

urdered the University of South era Culiforain tu pay over SLA million is compensatory damps to a featule former student who

The Superiur Court jury found that the university had provide inudequate security and insufcient information about the area? high rate of crime, the studen's lawyer, Natashu Rod, sad.

The jury still may require ust to pay puaitive damages, 100.

Was raped four years ago of

## President steps aside at Paul Quinn College

The snap of a mousetrap

CINCINNATI-Students at the

University of Cincinnati raced

demonstrate the use of non-tradi

ol-design class developed vehicles

powered by the single snap of a

mousetrap. At right, Dave Beit-

tel's vehicle (nenr right) is made

of plastic, two compact disks, and

is made of metal tubing and plas-

Neither of them won.

an LP record; Josh Knarr's entry

Twenty students in an industri-

powers race cars

DALLAS-The Board of Trustees of Poul Quinn College decided last week to replace the college's president, Warren W. Morgan, os part of an overall strategy to shore up the finoncially ailing institu-

The board praised Mr. Morgan's efforts in overseeing the col-lege during troubled times, but said the institution now needed a chief executive with stronger ad-

ministrative and financial skills. Mr. Morgan will stay on as president emeritua of Paul Onion for about six months, concentrating on raising money and helping

During Mr. Morgan's sevenear term as president, the colleg moved from Waco, Tex., to Dallas, taking over the aband and deteriorating campua of the now-defunct Bishop College. For a time Paul Quinn appeared

to be defying the odds against it. as enrollment began to grow and corporate contributions started flowing in. However, the college today re-

mains deeply in debt and under probation imposed by its regional accrediling agency, the Southern Association of Colleges and Schools.

The trustees' strategy, announced last week, also includes a major fund-raising campaign, March 25) gave an incorrect figure which includes a short-term goal

## Corrections

States Plan to Spend \$1.2-Billion on Student Aid, Up 3.9% Over All, but II Will Have to Make Cuts

ID 3.9% OVER AUMINITY R.

By CLIDER BLUMBNYK R.

The 50 states are expected to verifical to total of a state and t

Because of on editing error, an article on state support for stu-dent financial aid (The Chronicle. for the total amount of such and the percentages in the story | gon.

time to varieties from the state of the stat

and those in the accompanylo chart were correct.

Two names were incorrect in on urticle ubout student-aid a cation fees (The Chronicle, March 25). Lawrence E. Gladieux is executive director of the College Board's Washington office. Ele

The Charlish of Higher Schooling pitte cony-pital's published words to every the third work in Aspent and the Institute works for December, at 155 Towns; Thank Storett, N.W. Resident, C.C. (2011). Substituted States (2011). Super year, Stored-clean pitters and the White States (2011). Super year, Stored-clean pitters of the White States (2011). The Charlish States

## No women at Wabash, college's trustees vote

CLAWFORDSVII.LE, IND .lash College's Board of Trustees las voted overwhelmingly against

in a secret ballot, the board na ent, F. Sheldrin Wetack, voted 19 ta 4 against coeds calon at Wabash, which has been all-male institution since it was banded in 1832. The trustees also nimously endorsed an unrified "strategic plun" to keep which competitive and popular. The vote marked the end of a war stady of the issue by a as, and students. The debate mereoccineation created tension

between students-most of whom stongerical the all-mule traditionmd a amjority of the faculty. which fuvored admitting women Students heartily cheered the rustees' innumeeniem (below)

Stephen Morilla, an assistant professor of history, said he was ilisappointed by the decision. Most faculty members, he said, thought eneducation would create He said the faculty and endorsed coeducation nearly unanimously in a referending it seat the trustees hefire the final vute

Greg Birk, director of admissiuns, said the student senate had voted 22 tu 1 in favur of the status que in its referendum. With the decision. Wabash remains one of leges in the country.



## Blizzard damages 700 trees at U. of Colorado

of trees were damaged, ranging

frum silver maples to Ponderosn

The university has set up a fund

pines. Some were 40 years old.

to collect donations in pay for the

eplacement of the trees. Boulder

ufficials are also encouraging pro-

fessors tu help plant new trees as

part of the campus's Earth Week

festivities this month.

BOULDER, COLO.—Nearly 700 | grainds manager, said a variety lites at the University of Culorado at Boulder were domaged in u bizzard that dumped as much as It inches of snow here. Officials stimated that it would cost Size, 600 ta prune or remove the frees, which either lost limbs or acte aprooted by the wind and

e heavy, wet snow. John Bruning, the university's



## **PORTRAIT**

## Professor Takes Aim at Blacks' Racial Vulnerability

By DENISE K. MAGNER

Two hundred fifty randomly se-lected freshmen—15 per cent of them black-live together in a wing of a dormitory at the University of Michigan this year. They're offcred scminars on the stresses of college life and accelerated workshops to supplement classes in chemistry, calculus, and writing. No one is reunired to attend, and no one is treated as "at risk" of failure.

The first-semester grades of the black students show n break from nast natterns: They did not fall behind those earned by white stu-dents with similar standardized-test erage, were as high or higher than those of whites outside the progrum.

The Michigan approach is the brainehild of Claude M. Steele, o rofessor of social psychology in Stanford University, whose reearch has led him to enter the pub lie debate over why black students o not perform as well academical ly as their white counterparts.

To Mr. Steele, what is most sur-prising and distressing about the 'crisis" in the education of black Americans is that it is worse than onle think. He lays out the stark renlity in un essny called "Race and the Schooling of Black Ameri-cans," published in this month's issue of The Atlantic.

From elementary school to ernduate school." he writes, something depresses black nchievement at every level of prepnention, even the highest."

Even when black students score ns high us whites on standardized tests, he says, most end up with lower grades. The usual explanations range from poor schools to a history of discrimination—and he suys such factors undoubtedly play a role. But Mr. Steele, who is black. snys something else is at work.

"The culprit I see is stigmn, the endemic devoluction many blacks face in our society and schools," he soys in The Atlautic. "This status is its own condition of life, different from class, money, culture."

## 'We Share n Bockground'

If it seems oddly familiar for a black professor named Steele to be writing about race and education,

there's a reason.
Claude Steele happens to be the
twin brother of Shelby Steele. In
1990, Shelby Steele, a professor English at San Jose State University, outlined his views on race in the controversial best seller The Content of Our Chamcter. In it, he urged self-help as the best way for blacks to succeed in the American

"We share a background that informs our work," says Claude Steele of his brother, "but from there we're very independent."

While one brother chose an academic career in writing ond litera-ture, the other followed the path of the social scientist. Whereas Shelby Steele argues that racism is no longer the primary cause for the problems many black people face, Cloude Steele says that a central problem for black students is how even those trying not to be



Clauda M. Steala: "The culprit I sae is stigms, the andamic

what black youths can achieve. commenting on his brother's ideas, saying only, "I respect his work." Shelby Steele could not be reached for comment, but in the past has said he is reluctant to talk about his

family in the press.

Supported by a federal grant,
Claude Steele is studying the relationship between educational performance and feelings of racial vulnembility. He says a growing body of evidence shows that the academic performance of black students improves if the racial vulnerability

they feel in school is reduced.

Mony schools and colleges have remedial programs to bring black studenta "up to speed" academically, but those ore exactly the wrong opproach, he says, "Being treated as 'at risk," he says, "con-

firms their worst fears." He advocates a different formula, based on his own findings and on the much-publicized work of educators like James P. Comer, a professor of child psychiatry at Yale University, and Philip Uri Treisman, a mathematics professor at the University of Texas at Austin.

The formulo, which is part of the basis for the University of Michigan project, has four components: lenge black students academically. Make them feel valued. Avoid programs that segregote.

And present black culture as part of the mainstream curriculum.

me mainstream currection.

By doing so, he says, "you're telling black students in a profound way you believe they have ability."

Mr. Steele traces his own suc-

cess, in part, to his porents. They were active in the early civil-rights movement, he says, and raised their children in nn almosphere where ideas such as integration and non-violence were much discussed.

prejudiced-continue to devalue Born in 1946, he was raised in a what black youths can achieve. Working-class household outside of Chicago. He earned his doctorate in psychology from the Ohio State University in 1971 and taught at the Universities of Utah, Washington, and Michigan from 1971 until last year. Stanford recruited him, and

he joined the faculty there last fall. Michigan was sorry to see him gu. Says Robert B. Zajonc, director of the university's Institute for Soeinl Research: "He is one of the very few people I know who can perform abstract analyses of a problem without losing a sease of compassion for the social aspects.

## Research on Addiction

Resides his work on race, selfesteem, and schuols, Mr. Steele's other academic specialty has been research into alcohol addiction, for which he has received six federal

Five years ago, he hegan apply ing the theoretical work he had been doing on the concept of selfesteem to the practical issue of editcuting minority students.

He is now the lead researcher on a three-year, \$389,000 grant from the Notional Institute of Mental Health for his work on self-esteem and minority-student achievement The grant is supporting at least five different projects, including the one involving Michigan freshmen.

Ultimately, Mr. Steele plans to write o book on his findings and his views about boosting the ochievement of black students.

Much more research needs to be done, Mr. Steele soys, to find effective ways to ernse the educational odds: "People think they know what the answers are. They think solutions are a matter of politics. They don't think of them as scientific questions needing answers."



## Most scientists believe that universities are lax in investigating scientific misconding, according to a new poll conducted by the American Association for the Advancement of

Fin the poll, the AAAS selected 1.500 of its members at random and multed them questionnaires. The association received 469 responses that could be used, and it published the results in the March 27 issue of

About 44 per cent of the AAAS members who were polled said the believed the incidence of fraud had stayed the same over the past decade. Thirty-seven per cent believed it had increased

Members were asked in the questionnaire to divide ur responsibility for matters of scientitic misconduct among those participating in scientific research and setting science policy. The lirectors of luboratories as playing key role in preventing scientific misconduct and investigating my ullegations of it.

## An astronomy experiment that had been delayed for six yeara hecease of the explosion of he space shuttle Challenger was finally lifted into space Inst week aboard the shuttle Atlantis

The experiment involves an anusual instrument, called the Far Ultraviolet Shuttle Telescope, or FAUST, which will be monitored by astronomers at the University of California at Berkeley.

The telescope will exumine h temperatures of about 20,000 to 200,000 degrees Fahrenheit that emit high-energy radiation in the firr-ultraviolet end of the electromagnetic spectrum, which is blocked by the earth's

Such objects include young stars in the process of formation, clouds of hot gas and debris left by exploding stors, and active galaxies.

C. Stuart Bowyer, a professor of

ustronomy who heads the experiment, says he and the other resenrehers hope to use the information gathered during the eight-day mission to churt the evolution of galaxies and to develop n history of star formation in the Milky Wny.

FAUST is nn example of how scientists can creatively recycle and appraise old instruments. The elescope was built by Freach D'Astronomie Spatiale in Marseille in the carly 1970's and was lofted into space aboard several Freuch rockets before becoming part of a scientists from France and the United States.

In 1984 the Berkeley scientists added a new electronic detector to the telescope to find fainter objects. The instrument was scheduled to be used on a 1986 shottle mission, but t flight was canceled after the Challenger explosion earlier that

# **Scholarship**

# Social Scientists Again Turn Attention to Religion's Place in the World

Growing number of researchers investigate the role of the spiritual in people's lives

## By ELLEN K. COUGHLIN

Doubters who want further evidence that God is not dead should look to the growing body of research by social and behavioral scientists on the impact of religion in people's lives.

Prompted both by intellectual trends and by headline-grabhing events around the world, more and more political scientists, psychologists, and suciologists have been studying the role of religious belief in polities, society, and individual well-being.

The importance of religion is not news to anthropologists, who have always studied it as part of their investigation of human cultures. But in other social sciences, an appreciation of its role is growing-a research trend that began slowly in the late 1970's but has lately been gathering steam.

In the last few years, researchers say, an ncreasing number of articles on religion have appeared in the mainstream socialscience journals. New jobs have opened up und new courses are being offered. And growing number of sessions at scholarly conferences are devoted to the subject. Interest in exploring the influence of religion on everything from mental health in voting behavior has spread even among social scientists who would not consider religion their main research focus

"There seems to be in Islam, in Judaism, in Christianity, in American Evangelicalism a tremendous staying power, and that staying power impacts on the polity." snys Gerard F. Rutan, professor of political science at Western Washington University. "To ignore it is to ignore a dynamic factor

## Period of Profound Skepticism

Social scientists' interest in religion follows a long period when, as a group, they were profoundly skeptical about its importance, but that has not always been so. In the late 19th century and the early part of the 20th, the significance of the spir-

itual in human life was an accepted idea in the social and behavioral sciences. Muny of the founding thinkers in those fields.... including the social theorists Max Weber, Emile Durkheim, and Karl Murx, and the psychologist William James-were interested in religion and produced important work on the subject.

But starting in the 1930's, and continuing through much of the next four decades, social scientists lost interest in religion. In part that was due to the rise of behav-

## "if you're going to discuss

the significance of Super Tuesday, you discuss it at your

perli if you don't understand

the religious dimension of

the American South."

iorism and positivism, two powerful and related schools of thought in the social and behavioral sciences that assigned primary importance to phenomena that were tangible and mensurable. In addition, influential theories concerning the process of modernization fostered the belief that, as societies became increasingly industrialized and technologically sophisticated, the world would become more secular.

"Very much tied into the care of the discipline," says Mary In Neitz, associate professor of sociology at the University of Missouri at Columbia, "is the idea that religion is something extremely important in traditional societies but that, with the rise of modernity, religion became superfluous, something that no longer worked and would die out."

Events of roughly the last two decades gave the lie to that

In the 1970's, many American families

# Largest Telescope Mirror in U.S. to Be Made in U. of Arizona's Football Stadium

## By KIM A. McDONALD

A team of researchers working in the east wing of the University of Arizona's football stadium is preparing to make acientific history this week.

The project, despite its location, has nothing to do with football or sports science. Instead, the scientists will use a mirror-making laboratory in the stadium's spacious quarters to construct the largest telescope mirror ever bullt by U.S. astron-

Using 10 tons of Pyrex-like borosilicate glasa, a gigantic ceramic mold, and a 21foot-tall rotating oven, the Arizona rescarchers will begin this week to cast a bowl-shaped, honeycombed disk 6.5 meters, or 256 iaches, across-a full 1.5 meters larger than the historic 200-Inch mirror

cast in 1934 for the Hale telescope on Mount Palomar In California.

The Arizona effort represents the culminstion of a decade of research by Roger Angel, a professor of astronomy and optical science at Arizona, aimed at making low-cost, lightweight mirrors for a new generation of powerful but compact ground-based telescopes,

Since 1983 Mr. Angel and his colleagues have used their new technology to construct seven smaller mirrors-ranging in diameter from 1.2 to 3.5 meters-some of which are now being successfully used in

But the custing of the 6.5-meter mirror, Mr. Angel says, represents the real test of whether his revolutionary design will be Continued on Page A10

drawn into the new religious "cults." Late in the decade, the year-long captivity of American-embassy workers in Iran area ed to the power of Islamic fundamental ism. In the early 198tt's, with Ronald Reagun in the White Hoose, the influence of the religious right in the United States reached its peak. In the last several years in this country, the debate over abortion has grown increasingly rancorous-field in part by religious beliefs. And those are nnly some of the most widely noted exam-Here, clearly, were things that a bela-

viorist or a positivist approach could not explain. The world-or at least big por tions of it-was not becoming more sea-

"Academics assumed that religion would just pass away as we moved toward a more rational world view, but it have worked that way," says David C. Leege, professor of government at the University of Notre Dame. "Those people who, in the 'death of God' days, forecast seculaization just missed the mark.

Much of the new attention to religious the social and behavioral sciences has got hand in hand with no increasing inter among researchers in culture and cultural diversity. Ethnicity has become a hot top -prompted in part by the influx of att immigrant groups to the United States and the rise of ethnic emplict in the former Soviet Union and Eastern Europe-and religion is understood to be intimately tied to

"In the social sciences generally, there is much more interest than there used to be in the general field of culture, in the great variations across the globe in identities, nationalisms, and so forth," says Rokal Robertson, professor of sociology and refi gious studies at the University of Pitts burgh, "That is the general ground on which has occurred this upsurge of interest in religion "

Researchers' interest in religion and spirituality has followed roughly the same trajectory in psychology, political science and sociology, but the subject has fare somewhat differently in each field.

In many ways, psychology has proved to be the toughest nut to crack, and there is still some resistance, which researchers at tribute to the continuing, albeit declining. influence of behaviorism and of Freudian psychoanalytic theory, both of which give short shrift to religion.

A partial consequence of the impact of those two theories is the sense that, it many ways, the social sciences in general and psychology in particular, have replaced religion.

One of the reulities is that psychological sts as a group are not very intere religion and are even suspicious of it." says David M. Wulff, a professor of psylogy at Wheaton College in Massachi-

ells, "It has also been argued that psydology today is called to answer the ques ions that are traditionally answered by reigion—the nature of man, ami so forth. In effect, religion and psychology have be-

Nevertheless, recognition that a person's religious or spiritual values can play an important role, for better or worse, in prisonlity and mental health has been gradually building among both clinical and cademic psychologists, researchers say. The American Psychological Associaion's Division 36, made up both of scholas and of practitioners interested in relition, has some 2,000 members—in terms disize, about the median among the assodelion's nearly 50 interest-group divi-

indeed, says Allen E. Bergin, professor of disical psychology at Brigham Young hiversity, the field has reached the point a which researchers are now attempting to more from considerations of whether religon is good or had to more sophisticated bids of questions: How should a religious crientation be measured? What kind of theary of personality results when the coucept of spirituality is nadded to tracits and unlifoned responses? Is a person's seose didentity affected by the feeling that he or deem communicate with a transcendent istilgence? How might that affect psy-

Now questions are addressed to the coolex way that religious upbringing and conversion and belief are intertwined with personality," says Mr. Bergin.
"It does mean that the field is mount-

## Debates About Secularization

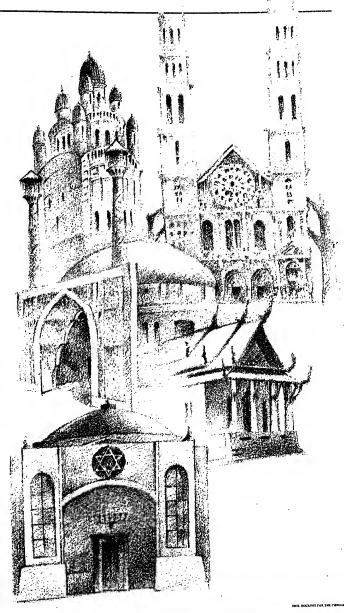
lacontrast to some psychologists, probably no political scientist in the United Sistes would scoff at the idea that religion andreligious helief can be a powerful moti valor in political behavior -- barec ly as a resalt of the remarkable rise of the religious right in this country. In the last few years the study of religion has grown in virtually the models of political science, scholars by, but probably nowhere mure so than in the study of American politics.

"If you're going to discuss the signifiace of Super Tuesday, for example, you discuss it at your peril if you don't under stand the religious dimension of the American South," says Mr. Rutun of Western Washington University. "In the American South things may be looked ut differently from suburban Chicago, and it's not he muse the weather is different."

Political scientists are looking at such mestions as how involvement in church organizations can encourage participation politics, how religious beliefs affect exectations of the political order, and how eligious leaders give political "cues" that a influence church members.

la sociology, loo, questions about region, and especially about religious roups, are providing a window on subjects of long-standing interest to researchers how organizations work, how institutions respond to social change, how social ovements occur and what impact they

One of the most persistent questions among sociologists of religion, researchers say, has to do with the twin concerns of nization and secularization: Is soci-Continued on Following Page



# From Mystical Experiences to Church Bazaars, Researchers Track the Impact of Religion

are studying religion, they mean religrou in its broadest possible conceptions-trom any kind of experi ence of the transcendent to working on a church bazaar.

But all of those things can affect people's attitudes and behavior. and the wide variety of social-serence research on religion shows the sometimes surprising and subtle ways in which that happens.

Religion is very powerful. says Sidney Verba, professor of envernment at Harvard University, "but it has a very complex im-

## Political Participation

Religion has turned out to be a mure important factor in encourage ine political carticipation than Mr. Verba or his collaboratous in a large-scale survey project expected. "We're finding that religion is playing a very significant role." he says, "We hadn't fully anticipated how interesting the results would

Mr. Verba and three other professors of political science—Henry Brady of the University of California at Berkeley, Norman Nie of the University of Chicago, and Kay Lehman Schlozman of Boston College-are in the midst of a study of several years' duration of how and why people become active in politics, broadly defined.

For the study, 2,500 people norms the country were extensive-ly interviewed phout their involvement in a white range of organizutions and activities-from political compaigns to churches and synagogues. Io softball lengues and sewing clubs. Religion was only ane of several factors investigated. says Ms. Schlozman, but its importimee beenme more and more evident as the analysis of the data pro-

The researchers found, umong

## Social Scientists **Again Study Role** of Religious Belief

Continued From Preceding Page ety. particularly American society. becoming more secular or more religious, and how should that be measured?
"That's a horly debated ques-

tion." suys Robert Wuthnow, professor of sociology at Princoton University. "Some say religion is as strong as ever. Some say, 'Perhaps, but it's strong in a different

Indeed, says R. Stephen Warner, professor of sociology at the University of Illinois at Chicago, some researchers, himself included, are attempting to come up with a theory of modernization that takes religion into account-since it is now clear that a society growing more modern does not neces-

sarily become less religious.
"There is a long-standing irritution, o scab, in the field, and it is the question of religion and mindernization," Mr. Wurner snys. "That concept of social change has been thrown into great disarray because of what's happening in the



Religion is a powerful but complex influence in people's lives, researchers say. Abova, a Christian hard-rock concert at the Cornerstone Fastival in Chicago.

other things, that involvement in sent a mix of denominations; sizes, "that try to bury their heads in the church activities-not only worship, but also such things as social events and community outreach projects-offered members a chance to develop certain kinds of skills that they could not acquire elsewhere. For example, Mr. Verba notes, among the respondents to the study who are black and have less than a high-school education. na "infinitesimni" proportion reported having the opportunity to make a speech on the job, but 30 per cent said they had done so in their church.

'We think our resenrch," says Mr. Verba, "which is contempnrary rescurch with n very large statistical data base, is touching on some of the historically most important institutions and divisions in American politics.

## Response to Change

Nancy T. Ammerman, associate professor of the sociology of religinn at Emory University's Candler School of Theology, is just emburking on a similarly large-scale study of how religious congregations respond to social change in their communities.

The project, which Ms. Ammerman is directing under the ouspices Economic Colture in Boston, will lnok at chorch groups in commonities that are undergoing repid change as a result of such things as immigration, economic downlurn, and the sprend of metropolitan development. The study will focus on six cities-Atlanta, Boston, Chicago, Defroit, Indianapolis, and Los

Angeles.
Once an initial survey of the communities is completed, Ms. Ammermun suys, she and her colleagues will closely study two congregntions in each. The congregaliuns, not yet chosen, will repre- pyramid overleeking Bouldar, Colo.

and orientation toward liberal or sund. We think we'll find some that conservative beliefs. One of the try to be very pro-active in terms of aims of the study, she snys, is to developing new programs. There "get a handle on the kinds of things will probably be fulks who go into that make for different responses." various kinds of survival modes, "We think we'll find some con-trying to say why we should stay gregations," Ms. Ammerman says, the way we are in spite of change,"



those who have had drug-indeed ones. He has observed high-schol students in the wildentess. Helps put people in "isolution tanks." in which they are suspended in a subtion like a warm bath in an enviro ment devoid of sound and light.

"That's simply not true," he says, "Mystical experiences are reported across the range of perexperience, they will be more app

ing links between drug-induce drugs to alter their physiolog

"The emergence of the est drug movement," says Mr. Hood. was a classic effort of religious revival that was missed by main stream American churches.

Hood, Jr., professor of psycholog at the University of Teanessea Chattanooga, has been studyings ligious experiences, especie mystical experiences: Who repo them? How are they trigged What language is used to describ







somality types. Insofar as people are willing to explore the totality of o the mystical. Mr. Hood has also found integr

and explicitly religious experiences. Those who joined the drug culture of the 1960's, he says, took states. That Is not unlike the way it which such things as incense, can dies, darkened churches, or kneel ing and staring at a crucifix canals send "physiological signals." ht

-ELLEN K. COUGHU

"Aetna Life Insurance and Annuity Company has essentially no risk in its investment portfolio." -Standard & Poor's

> Who says you can't find good news in the business section? At a time when most people would rather skip the business section and turn right to the comics, Aems Life Insurance and Annuity Company has some very good news. Moody's reports, "ALIAC's asset quality is excellent." Duff & Phelps ssys ALIAC has "the highest claims paying ability" and a "high quality, conservatively managed investment portfolio." This may be the best news our customers read all day. Aetna. A policy to do more.

A woman sits meditating, surrounded by an Aquarian

## U. of Arizona to Make Gigantic Telescope Mirror

Continued From Page A6 capable of producing flawless telescope mirrors as large as 8.5 meters

"This is very much the proof for the eight-meter mirror," he says. 'I'll feel very comfortable, when this comes out, that eight-meter mirrors are something that will work.

For the past two years, engineers at Arizona's mirror laboratory, a part of the university's Steward Observatory, have been working to apgrude and expand their urnace, a pie-shaped oven 39 feet in diameter, to enable it to handle the production of telescope mirrors 6.5 meters to 8.5 meters

Ity henting and rotating the mirror, the scientists are able to use centrifugal force to push molten glass up ulung the sides of the ceramic-liber mold within the oven. creating a howl-shaped, parabolic surface. This grently reduces the enstly grinding-and wasted glass-that is uften needed to bring telescope mirror tu its final, de-

take about three months about twice the time needed for a 3.5-meter mirror, mainly because of the onger conling time required. The orduous tasks of grinding and tosting the mirror will take even longcr. Mr. Angel estimates that the fully polished mirror won't be ready until the spring of 1994.

The mirror will be polished with a computer controlled device to eliminate any imperfections greater thon four millionths of an inch in height, or one-five-hundredth the width of o human hair. A laser beam will be used at regulor intervols during the polishing to assure that the mirror is perfectly smooth. To make certain that vibrations don't interfere with the Inser-benny tests, the scientists plan to place the mirror on a tower supported by

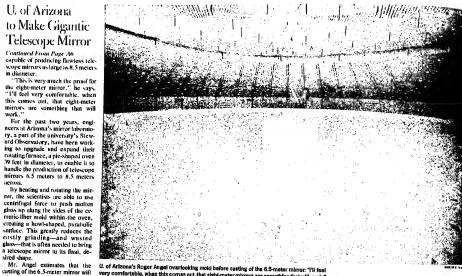
The finished product will then be givon o reflective nluminum conting before it is instelled in the Multinle Mirror Telescope, or MMT, on Arizono's Mount Honkins.

## Greater Field of View

The MMT, which is operated by the University of Arizona and the Smithsoninn Astrophysical Observatory, now has six small mirrors that give the telescope the lightgnthering power of a single 4.5-meter mirror. Mr. Angel says their replacement with the 6.5-meter mirror will double the telescone's light-gathering power and give the ммт o field of viow—the amount of sky that can be viewed at any one time-greater than ony of the now generation of large telescopes now being constructed.

In spite of his successes with smaller mirrors, Mr. Angel is coutious about predicting the outcome of the casting of the 6.5-meter mir-

Because of the technological chollenges," he adds, "no lorge telescope mirror has ever been cast



very comfortable, when this comes out, that sight-mater mirrors are something that will work."

without initial failure, and we have rotation of the oven will be slowed of the mirror's budy, produced by to be prepared for that."

The five-meter mirror for Hale telescope, for instance, required two easting attempts. So, too, did a six-meter mirror constructed by Russion scientists in 1976 für a telescope that has since had major optical problems. Europeon telescope designers, meanwhile, had to make five castings of an eight-meter mirror that will be duplicated for a series of four large telescopes in Chile before they were oble to produce one without o

Mr. Angel hopes to ovoid some of the problems that could arise in his mirror by strengthening the mold containing the gloss. With a much larger mass of glass than that used in the 3.5-meter mirrors, he says, the pressure of the moltan glass-and the tendency for it to leak from the mold—is much great-

Other problems may be more difficult to ovoid, he suys, such as the tendency for such a large mass of ginss to undergo o "differential ex pansiun," n process that can introduce cracks.

"There are many things that

might happen," Mr. Angel says.
During the first four days of the
mirror's casting, the temperature of the mold and ginas will be gradually mised to 1,382 degrees Fahrenheit. At that point, the furnace will begin spinning at 7.4 rotations a minute. For the next 12 hours, the scientists plan to increase the oven's temperature to 2,156 degrees converting the 10 tons of glas chanks into o spinning, molten

Three Months of Slow Cooling

Once the mirror has assumed its desired parabolic shape, the temperature will be reduced sharply. over a poriod of five hours and tha

to half a rotation a minute in prepamelting the glass over more than ration for the slow cooling, or annealing, that will take place over the next 21/2 to 3 months.

Mr. Angel hopes his revolutionary design and the materials he uses will allow the Arizona resenrchers to avoid some of the other problems that have plagued the and the Russinn design. builders of other lorge telescope

thedral wall. The heat can't get out for many hours." 1,000 hexagonnl ceromic-fiber blocks in the core, for example, is comb design is that the reduction ntended to make the mirror's surmass and the increase in these face musually rigid. It will idso exposed to the utmosphere-ti make the mirror one-tiffh the the addition of the more than LO weight of a solid mirror, such as cavities—should allow the minute those used in the Hule telescope

Another hours of the hour

when it is in place, to be more est

y cooled to the temperature of the

night sky, reducing optical dister-

tions in the telescope.
The problems that mose in the

European mirrors, Mr. Angel says.

were caused largely by the use of a

custly glass-ceramic composit

that made the thin, solid mirror

resistant to thermal problems but

nlso prone to crucking from uncon-

trolled crystallization within the

Eight-Meter Instruments Nert

that is being used in the Arizott

mirrors, "is less expensive," Mr

Angel udds, "and doesn't have

successful easting of the 6.5-me

mirror, the laboratory plans to cast

another 6.5-meter mirror for a tele-

scope culled the Magellan Projec that will be built in Chile by Arizo

na and the Carnegie Institution of

Two eight-meter mirrors will

world's largest and most powerful telescope on Mount Graham in An-

Washington.

Mr. Angel soys that, following

problems with erystallizati

Burosilicate, the Pyrex-like glass

"If you make a solid mirror,"

# mirrors. The honeycomb structure Mr. Angel explains, "it's like u cu-Ohio State U. Agrees to Pay \$1.8-Million

hos agreed to pay the University of Arizona and Italy's Arcetri Astrophysical Observatory a tolal of \$1.8-million to settle o dispute caused by Ohlo State's withdrawol from a partnership to build a telescope using Anzono's new mirror technology (see accompanying story).

Couldn't Pay Its Share

Steve Emerine, a spokesman for Arizona, said the proposed ttlement was based on Ohio State's share of expenses incurred by the three partners as of last September, when Ohio State withdrew from the effort to construct an 11.3 meter telescopo, known as the Columbus Project, in southeastern Arizo-

Tho telescope would use two 8.4-meter mirrors that are to be constructed at Arizona's mirror

Ohio State officials said their university had withdrawn from the project because it was un-partner to be named within a able to pay its \$15-million share. year or iwo. Their decision, howover, an-

for Withdrawal From Telescope Project The Ohio State University partners and put the completion of the leloscope in jeup-

Mr. Emerine soid the \$1.8million proposed settlement, which has been agreed to by Arizona officials and is now being reviewed by the Arcetri observatory, would be to addition to the \$700,000 that Ohio State hos already paid the partnership.

In return, he said, Ohio State astronomers would be given \$2.5-million worth of observing time once the lelescope is completed. Using its present \$60million price tag, that would amount to about one twentyfourth of the instrument's usc.

then be constructed for separate Michael Cusanovich, vicetelescopes in the Northern and president for research at Arizo-Southern Hemispheres that are bena, said his institution and the ing planned by a partnership con-sisting of the Notional Optical As-Arcetri observatory had been nogotiating with four other tronomy Observatories in Tucson. groups that had expressed an in-Ariz., Cunada, and England. in addition, Mr. Angel says, 140 crest in joining the partnership. He said he expected a third part-8.4-metor mirrors will be made for ner to take Ohio State's ploce the Columbus Project, an effort by within a month and a fourth Arizona and Italy's Arcetri Astro physical Observatory to build the

-KIM A. McDONALD

## RESEARCH NOTES

Method of growing nerve cells could help repair brain demage - AIDS drug AZT is said not to harm pregnant women or fetuses

Survey tracks physical and emotional health of indien youths

the value of zidovudine in the treat-

ment of try infection, do we have

the liest if rather fragmentury re-

port of the effects of this antiretro-

birth. But seven of the infants were

their fetuses."

sere cells might eventually he sed to repoir what is now con-

houge, researchers say. Samuel Weiss, a professor of moscience at the University of Okuy, and Brent A. Reymolds, a ste student there, report in te March 27 issue of the journal sace that they have been able to ke serve cells taken from adult

The achievement contradicts the umon scientific belief that nerve this mammals cannot divide afwhith. While some scientists een able to find a few colls in exhill mammalian brain that di ide such cells have generally until support functions rather on communicated with other

The inability to find communistig cells that divide has discoured scientists sourching for ways atest brain disease and infinty. inhenew research, the Univerdy of Calgary investigators took isse from the region of the adult was brain known as the striam. The tissue was broken flown mossile cells.

Regiontists were able to iden-@'om cells" similar to embry riccells that are enpublic of creat afferent kinds of nerve cells. When the stem cells were ex psed to a substance known as epi and smooth factor and given stice to which they could stick.

tey divided and formed spherical dumps, Both astrocytes, or supper cells, and neurons, which the becentral work of the brain, were produced from the division. The new technique, the re-suckers say, could be used to creale many human nerve cells from

only a few colls so scientists civild

Also, they say, scientists will be the study the conditions under which nerve-cell division can be indical, Using that knowledge, physitions may be able to heal brain injuries by promoting the production of new nerve cells in selected ares of the brain.

The drug most frequently used to treat AIDS does not ap-jear to harm pregnant women or their fotuses, researchors say. Rhoda S. Sperling, a professor of estetrics, gynecology, and repro-ductive science at the Mount Sinui Medical Center, with researchers from 19 other academic medical ers and the National Institute of Child Health and Hu man Devel-Penent, studied the medical hisbits of 43 pregnant women who duing pregnancy. The scientists reported the results of their reearch in the March 26 issue of The

New England Journal of Medicine. in an editorial in the same issue \*\* physicians from Columbia University-Horiem Hospital Center sald women and children with Who were not getting enough at-

tention from Atts researchers, born anemic, and two grew slowly "t tuly now," said the physicians, while in the merus. "five years after the first report of

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viral drug on pregnant women and teen-agers has attempted sui-In the study, the scientists said cide, say researchers who con-AZT ilid not appear to be associated direted an extensive survey of the health of Indian vonths. with birth defects or premature

One in six American Indian Journal of the American Medical

Those problems, the researchers said, might be associated with

The researchers said the survey

high-school students from 5tt dif-The resonatters received completed questionnaires from 13,454 of them. The results were published in the March 22 issue of The

> Association. proportions of the teen-agers had not.

had revealed high rates of physical been victims of physical violence problems and emotional distress. One fifth of the students reported among American Indian teen- that they had been knocked inteon-

Almost 60 per cent of the shi Robert W. Illum, a professor of pediatries and adolescent health at dents said they either never drank the University of Minnesota Hosaleidad or drank it only occasionally. But as American Indian boys pital and Chine, with other researchers from the university and grew older, their thinking rates exceeded those of white male teenthe Association of American Mediagers in similar rural areas. By the cal Colleges, gave questiminaires to American Indian junior-high and 12th grade, one-fourth of American Indian boys were drinking more than three drinks on at least one

occasion in a week. American Indian teen-agers of both sexes appeared to use drugs more often than their white rural counterparts. Fifty per cent of American Indian high-school stu-The researchers found that high dents reported they used marijun-

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## URBAN STUDIES

The lightus in the City: Urbon Life, the Contrai of Olocodor, and Women, by I lizabeth Wilson University of California Press; 191 pages; 335 hurdeover, 514 paperbackt, Augues, among other things, that urban planners and refurmers have attempted to regulate the lives of women, ethnic monarities, and the working class.



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The value of expertise.

Stauford University officials have prescribed a year's worth of gender-sensitivity training for a neurosurgeou who was accused of sexism by a colleague.

Gerald Silverberg, the neurosingeon, has apologized for his actions and agreed to resign from his post as acting director of the

Officials indicated that an inquire into allegations of sexism against Dr. Silverberg had found that some long-time colleagues were highly critical of his behavior. In response Dr. Silverberg said in a statement, "It was never my nitention to demean or insult any women, but it is now clear to me that some things I suid or did in jest or from affection were taken as signs of disrespect.

Stanford's action is the latest in a onga that has engaged the medical school since June, when Frances K Unnley, Dr. Silverberg's colleague. amounced plans to resign from the department. She said her decision which she later reseinded, was to protest the school's sexist environment and its plun to give Dr.

Silverberg the pernament job. David Korn, dean of the medical school, has suggested that after sensitivity training, Dr. Silverberg could still be a candidate to fill the chairman's post. "I believe that with sufficient effort, sexist and other forms of discriminatory behaviors and attitudes can be changed," Mr. Kurn said in a atement. He appointed Lawrence

M. Shuer as acting chairman. Last week, Dr. Conley, who has denied suggestions that she wanted the jnb, praised the school's action but criticized the dean for delaying a search for a permanent chairman and for withholding the investigating

The Association of American Colleges hopes a new handbool and videotape will train rofessors to be sensitive to sexist behavior before charges are leveled against them.

Both are aimed at helping colleges develop their own workshops without the nid and expense of autside consultants.

The handbook, "Tenching culty Members to Be Better l'eachers: A Guide to Equitable pre Effective Classroum Techniques," includes a step-by-step guide to conducting workshops. Bernice R. indler, ii senior assneiate at the Center for Women Policy Studies and Ellen Hoffman, a free-Innee writer, wrote the handbook. Ms. Sandler developed the videotope, "Brenking the Silence: Equity and Effectiveness in College Teaching," with Myra and David Sadker, professors at American University, The Lilly Endowment helped finnnee the projects.

The handbook is available for \$12 the AAC's Publications Dosk, 1818 R Street, N.W., Washington 20009; (202) 387-3760. The videolope is available for \$200 from N. A. K. Productions, 1422 Fenwick Lane, Silver Spring, Md. 20910; (301) 565-

# **Personal & Professional**

## **CUNY Replaces** Embattled Head of Black Studies

Retired Yale professor is named; Jeffries's lawyer says he'll sue

Trustees of the City University of New

York last week named a new chairman to replace Leonard Jeffries, Jr., the embattled head of the black-studies department ut City College.
For months Mr. Jeffries had been in the

center of a furor over remarks he made last summer that were attacked as anti-Semitic and anti-white. His teachings comparing the communal values of African "sun peo ple" with the materialistic values of European "ice people" have also generated controversy.

## 8-Month Probationary Period

Last October, Bernard W. Harleston, president of City College, recommended that Mr. Jeffries be reappointed as chairman, but only for an eight-month probutionary period. The CUNY trustees agreed. The president suid he would assess Mr. Jeffries's chairmunship during that period.

The cuny board last week voted 12 to 0 to appoint Edmund W. Gordon, an emeritus professor of psychology of Yale University and a noted black scholar, to a twoyear term as chairman of the troubled department, effective July 1.

Mr. Jeffries, who had been chairman for neorly 20 years, will remain in the department as a tenured professor. He did not return a reporter's telephone colls, However, a lawyer for Mr. Jeffries said he plonned to sue the university. Mr. Jeffries told The New York Times that the faculty of the black-studies department would not support Mr. Gordon, and called the

board's action "an academic lynching." However, a university official who requested anonymity soid Mr. Harleston had consulted members of the department, including Mr. Jeffries, about the oppointment of Mr. Gordon. The official said four of the deportment's six tenured faculty Continued on Puge A17



said the black-studies faculty would not port the new chairman and to have called his ouster "an academic lynching.



Camille Pagila: "The idea that there is any open debate

# Camille Paglia, Academic Guerrilla, Relishes Her Role as Feminist Scourge

By CAROLYN J. MOONEY

CAMBRIDGE, MASS. Camille Paglia seizes the podium at Harvard University's Sanders Theater and ignites. Her topie this evening: What's wrong with Harvard. That's with a period, not a question mark.

For the next two hours, the frenetie and fearless author, who teaches humanities at the University of the Arts in Philadelphia, unleashes the attacks that have mode her an enemy of feminists and literary theorists and a cause célèbre on the interview circuit. She trashes prominent scholars, tenure, academie conferences, the department system, and, again and again, the French literary theorists Jacques Derridn, Michel Foucault, and Jacques Lacan.

## Hurling Insults and Naming Namea

She's an academie guerrilla, a firestorm of energy, and above all a performer. Her voice is like an automatic weapon spitting out bullets: She sneers. She taunts. She mimies. She hurls insults. She tells critics to shut up.

And she names names, starting with professors at Harvard—Marjorie Garber, Bar-bara Johnson, Susan R. Suleiman, and Helen Vendler. But why stop at Harvard? She names more names—Stanley Fish and Eve Kosofsky Sedgwiek of Duke University, and more

Charlatans, she calls them. Toadies. Conference groupies. Pseudo-feminists. Justlers, Sleazebags, Ass kissers,

The whole time, here in the polishedwood splendor of the Victorian-Gothic theater, standing beneath three crimson plaques that bear the Harvard motto Verlias, Miss Paglia-she prefers "Miss" to

"Ms."—is pounding away at her message Which is this: Academe is being corrupte by trendy feminists and literary theor who have abundoned scholarly standards and who don't cure about beauty or truth Or history or nature. While liberals state round doing nuthing, conservatives are

## 'Get a Gimmick, Get a Critic'

"Today it's like, get a gimmick, get 8 critic," she tells the crowd of about 800. "What are we doing wasting our time with these stupid and vulgar theorists?..

"It's such crap." She recites her montra: Hate dogma-Love art, Love learning.

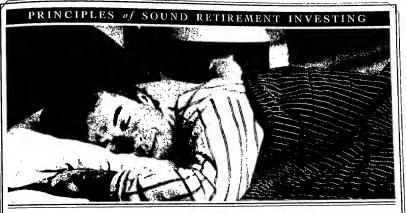
A woman in the audience tells Miss Paglia that some of her remarks sounded like something Joseph Stalin might have said. Miss Paglia brushes her off like a mosquito, "Absurd." she retorts.

Catching the show from the front row is Christina Hoff Sommers, a Clark University philosopher who also has something of reputation for skewering her fellow feminists (The Chronicle, January 15). "I'm such a nice girl compared to Camille," she says later, with a sigh of admiration.

## 20 Years 'In the Wilderness'

Like many others, Ms. Sommers neve heard of Camille Paglia before 1990, when Miss Paglia's first and so far only book, Sexual Personae: Art and Decadence From Nefertiti to Emily Dickinson, was published by Yale University Press. IVintage Books later published it in paper-

That's because Miss Paglia had spent the



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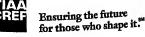
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I Kes I No

# Barnstorming Anti-Feminist Treats Harvard to an Evening of Vitriol

Continued From Page A14 researching her book and being rejected, as she tells it, by mainaream academics and feminists who couldn't handle her dissident views on feminism. The recipient of a doctorate from Yule (her mentor there was Harold Bloom), she taught at Bennington College, then held a string of appointments in the early 1980's while searching for a permanent job and a unblisher.

Her hank has given her the fame she feels is due her. But she says clite oniversities would never hire her now, either-slie's ton vicious,

'The book is a 718-page treatise that attempts to present a unified theory of Western culture form ancient Egypt through the late 19th century. A second volume and essay collection are in the works.

Chief annung the ideas expressed in her book and elsewhere is this: That innate sexual differences mean men and women will always

Her message is: Academe is being corrupted by

trendy feminists and literary theorists who don't care about beauty or truth or history or nature.

be different-so different that "If civilization and been left in female hands, we would still be living in gues buts." Similarly, her views on dute rupe-she calls it "the leading soap opera omong middlechas white women" who tail to reengnize that women are niways in sexual dunger, and says the nolice, not universities, should deal with genuine rape charges-have incensed those pushing for camnuswide education on the issue.

Madonnu is her idenl feminist. Miss Puglia only recently began taking her ideas to campuses. She goes next to Smith and Williams Colleges.

List month she spoke at Brown University—a place so politically ufter Wallace S been a diaaster."

the leminists boyentted nie, nkuy. Next comes Barbara Johnson, 11 p.m. She has been talking non-

nored her, as Miss Paglia contends, tondying to male professors, inconservatives have not. It was cluding the late Yale deconstruc-Harvey C. Mansfield, a Harvard tionist, Paul de Man. government professor who says his reputation as a "non-conservative" is fair, who invited her here tunight. He was the only Harvard professor to vote against the crention of the women's-studies pro gram hecause, he explains, wasn't really women's studies, it was feminist studies."

## Collegial It's Not

The crowd at Sanders Theater smells of wet wnnl. It is a polite crowd, a mix of older, tweedy academics and students wearing fringed Russian-pensant scarves and carrying hage bookhags.

Mr. Manslield introduces Miss Paglia as "an enemy of the numberpumhy, the holty-mity, and the artsy-fartsy." In fact, she has nuincroits enemies—and appears inent on making new ones tonight. After she establishes her creden- great conference grounies of all ials-she helieves prastitution, pernography, abortion, and drug use should be legal, and is a bisexuul who believes in full political and legal rights for women-she opens

"The idea that there is any onen. debate in academic feminism today ia a lot of crock," she sneers.

Unlike many feminists, Miss Paglia says, "I respect the past, okay? I don't see history as an endless series of victimizations.

She also accuses certain feminists of keeping their lesbianism se-phony." And there are others. cret until they become prominent. "When it would have cost them weren't ut the lecture. But who something, did they do it?" The crnwd appinuds loudly.

By now it is apparent that Miss .Paglia's style is not exactly one of collegial criticism.

Her first target is Helen Vendler, a Harvard English professor who. she says, has given in to trendy scholnrship (and who has criticized Miss Paglia's book). "Everything would be happy to listen to her from Chancer to Wallace Stevens, I respect." Miss Paglia says. "But Wallace Stevens, she has-

right? I Inved it. head of Harvard's women's-stud-If academic feminists have ig-ics program, who is necused of until 1 a.m. at a post-fecture recep-

As for Marjorie Garber, a Harvard English professor whose book on cross-dressing Miss Paglia has slammed, she could have written a

One of her targets says Miss Paglia engages only in "totalitarian discourse."

but feminists would be happy to listen to her

Ideas "If she had any."

major book. Miss Paelia contends. "Itut you have to put in the effort. You have to go to the library."

Next comes Susun R. Suleiman. n comparative-literature professor here whom she calls "one of the time." One of Miss Paglin's urguments is that the "the deal making" at academic conferences has led to tenure for trendy scholars who will be around long after their work is outdated.

"Now, let's see, who haven't I maligned yet?" She calls Eve Kosofsky Sedgwick, a Duke gay-studies scholer, a "charlatan and onportunist who latched onto Foucault because she had no talent." Stanley Fish, a prominent literary theorist, is "a sleazebug" und "a

Miss Paglia's targets apparently contricted later, Ms. Suleimnn, the "conference groupic," is eager to fight back. "The difference between a conference and u unewoman show," she says, "is that at conferences pcuple engage in discussion." Miss Pagliu engages only in "totalitarian discourse she says, adding that feminists ideas "if she had uny."

Ms. Garber calls Miss Paglia's version of feminism "a caricature" that ignores all new scholarship. She also questions whether Mis Pagliu is worthy of more publicity. and suggests Mr. Mansfield was 'uncollegial" to invite such an attack nn his colleagues.

Mr. Fish and Ms. Sedgwick did not want to comment; Ms. Johnson and Ms. Vendler could not be

Miss Paglin concludes her lecture by proposing that literary con-ferencea be abolished and that shuddy scholarship be exposed And she suggests that ahe is the perfect role model for women since "I have no self-esteem problems."

She ends with her montra: "Hate dogma. Love leorning. Love art." performance has left some here stimulated but mentally exhausted, and others outraged.

"Muke sure you put this inshe'a a demagogue," says Inne Morgolis, who teaches education in the extension school here. "She's missing an important aspect of power realities."

Miss Paglia, meanwhile, contin ues holding court on the stage. It's

reopening her attack on Ms. John son, the women's-studies head. Mr. Mansfield is on his way? Okay, good, all right. She slams down the stop since dinner, and will continue phone without missing a syllable.

She could go on forever.

The next morning finds Miss

Paglia in her hotel suite, already in

her frenzied-performance state.

t"My normal state is a cocinine

She's wearing the same outfit-

knee-length black dreas, we'll-cut

high-heeled pumps. Should anyone

question whether her clothing is

relevant, it's very relevant to her,

Appearance, projection-it's all

part of her argument that women

must take control of the image and

sexuality they project. She calls

her outfit "my performance drug,"

Suc's tilking about her sudden

fame, the importance of tenching

freshmen, the need for lust, her ad-

mirating of nuns, the vindictive

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Normally, "I'm totally dowdy,"

state. I don't need drugs.")

'I Don't Need Druga'

Mr. Mansfield enters bearing several of the lecture posters, a copy of her book, and that morn-ing's Buston Globe. "Everybody's uzzing," he says with a grin.

Miss Paglia grabs the newspaper und shricks. "Oh, The Globe covered it? Greut!" She's calling her publicist now and simultan scunning The Globe and The Har card Crimson, squealing, waving her hands, stamping her feet, snorting, and rolling her eyes when her cull won't go through, "Oh my God! I dnn't believe they reported it! All right, yes, Brown University mentioned-grentl Yes, this is a eollect call. Oh, I love this: 'She singled out Susan Suleiman, Bar baru Johnson . . . 'Ananh! This is not a finttering picture. Oh, my legs came out well, though . . . Sla Harward, 'Okay, all right! 'Trendy people in cultural studies . . . 'He lo, what is the problem? 'We new to liberate the young from this picasure she gets from "torturing" French theory crup . . . All right Harvard, and, once again, thuse Anamah! Hello!! This is Ca-

She could go on forever.

**CUNY Replaces** Embattled Head of Black Studies

Continued From Page A14 genbers supported Mr. Caurdon's

Mr. Gordon is expected to reorpaire the department and recruit ser laculty members. He is also espected to recruit an advisory and with nationally known memers to work with the depart-

## Protests Are Expected

Mr. Gordon, who retired from Yale last year, has served as an adiser to Mr. Harleston and was a using professor ut City College in 1933. He was no vacation last week and could not be reached for com

Some observers expect protests n empt over the decision to reface Mr. Jeffrics. A they after the nstees' decision, signs appeared mthe campus contending that Mr. offires had been removed in an elfor to eviscerate black studies a

Ricardo J. Pons. a semior at City falest and president of the day sident government, said stinlent

## NEW BOOKS ONHIGHER EDUCATION

h may be necessary to add state to to the cost of books listed below. Discounts may be available to lars and to people who earler in

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Whereity of Pennsilvada. Hersteine in Ba-Babartan Airlant A Intestine to, Ba-Babartan Airlant A Intestine to, Babartan Airlant A 200, New York 10022, 1912 pages, 531 impossib, Presents summarizes of second fordispinents in education in the sacro-polital regions of walk Sadarian Africa-tion and the second of the second of the polital regions of walk Sadarian Africa-tion and the second of the second of the time that the second of the second of the time that the second of the second of the time that the second of the second of the time that the second of the second of the time that the second of the second of the time that the second of the second of the time that the second of the second of the time that time the time that time the time that time the time time that time the time time that time the time time time that time time time time the time time

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man 130 colleges and unservited colleges and some reduction comparing affixion and the United Raises, by Robert O. Berdahl, Gracene C. Abodie, and twing J. Spitchers, Jr. Hopen University Press, available from Tarbur & Panels George, Order Processing 1903. 126 pages; 259.

to beer; 579; Seeles Style Abrood, 1992; edited by Sara I. Stem (Invitate of International Execution Books, 809 United Natural States, 1994; Seeles Style St

leaders would diseass how to respond. "Once again," he said, "Dr. Jeffries has been used as a Researcher Acquitted of Charges of Threats to College President scapegoat to avoid the real issue: a curriculum of inclusion. They wait ed for things to cool down a little

his position." Mr. Jeffries has said he is the victim of conservative opposition to efforts to make the state's publicschool curriculum more multicul-

leston narrowly defeated an attempt last month by some professors to mass a vote of no confidence in his leadership, said Jumes de proposal was defeated by a vote of

has been acquitted of charges that he had threatened the president of hit before they removed him from

Vulparaiso University after he was denied reappointment there. Charles P. Gallmeier was indict-

ed last year by a federal grand jury on charges that he had sent letters threatening to harm Valparaisn's 1990 and early 1991. The case went to trial here last month.

"learned something about the im-

RAMMONU, 10D. es.," farlier, he said that Virlpa-An academic field researcher raiso had ordered him off the cam-speculated that his involvement in pus without allowing him to resoond to what were then informal allegations against him.

## Allegations of Plagiarism

A Federal Bureau of Investigation inquiry allegedly linking Mr. Gallmeier to the letters led to the Faculty supporters of Mr. Har- president, Alan F. Harre, in late indictment. Friends who formed a defense fund said he was framed.

Mr Gallmeier now a light re-In a statement released by a searcher at the University of Illifriend, Mr. Gallmeier, who had de-nois at Chicago, began teaching sn-Jungh, an English professor who is nied writing the letters, said he ciology at Valparaiso in 1989. A chairman of the faculty senate. The hoped his former institution had year later, he was told his contract would not be renewed, but he said 27 to 21. —DENISE K. MAGNER portance of providing due proc- he was not given an explanation.

a case of alleged plagiarism—disclosed by Mr. Gallmeier after his appointment-had been a factor.

In that case tThe Chromo he, Febmary (2). Mr. Gallmeier was accused of plagiarizing a schedarly article. He denied the allegations, had Valparaiso officials said they had determined that he had plagarized. Three learned societies looked into the case, and although one group asked him to remove the article from his resume and never cite it. none ever issued a formal finding that plagiarism had occurred.

Valparaiso officials had no com--CARIGAYN J. MORNLY ment.

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layno E. Richmond, associate professo

of the standard program, U. of Rhode Island.

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Robert T. Sheoron, associate provod, Sciott Hall 11.

■ Wie. professors have new avenue to appeal denial of tenure

candidate for a faculty position previously held by a Latino professor of Chicago studies has sparked a heated dispute at the University of California at Berkeley.

The recommendation, made by the suciology department, was overturned by Carol T. Christ, the cana studies. But after the Latino provost, after students protested the choice. The department appealed, but the rejection was later upheld by Chang-Lin Tien, the university's chancellor.

governing board criticized Ms. Christ, saying it appeared she had howed to student demands that a mmuraty candidate be appointed. sponding to the whims of 'pulitical correctness' on our campuses." the regent, Jeremiah Hallisey,

Ms. Christ said she had disqualihed the white candidate because his application had been submitted after the dradline. She said her decision had "nothing to do with the

The department, which contends that late applicants are often considered, based its appeal on the 'vaguences' of the deadline poli-

The department had recomfellowship at Harvard University.

black, urban poor, About 100 soci-tions ology students boycotted classes last mouth for nearly a week to pro- that faculty members in the system test Mr. Wacquant's selection.

Neil Sinelser, the department chairman, said the tennes track position initially had been designated for a professor specializing in Chiprofessor resigned from the position and two other Latino scholars joined the department, the slot was designated as an ethnic-relations post, he said. Department members voted overwhelmingly for Mr. that tenure be granted. Wagmant, he said.

Pacolty members in the University of Wisenusin System who believe they were denied tenure on discriminatory grounds now have a new aveone for appealing internally before resorting to a lawsoit.

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A law signed last mouth by Gov. Tommy G. Thompson, a Republican, gives new power to independent appeals committees to review investigating discrimination and cases in which professors allege they were denied tenure by a department on the basis of "imper- been investigated" and that recmissible factors." Besides race and gender, such fuctors include is- cally kept. sues unrelated to discrimination, such as allegations that a review

The nomination of a white whose research interest is the lating to a professor's qualifica-

Previously, Wisconsin law said could not get tenure without the approval of their departments.

Under the new law, the regents have the authority to grant tenure without a department's opproval under three conditions: if the chancellor of the campus approves; if a standing committee on the campus finds that tenure was denied on impermissible grounds; and if an independent committee recommends

The new law was inspired in part -JACK NOTHERLY by a lawsuit filed against the Milwankee compus. Ceil M. Pillsbury, former professor at Milwankee who now teaches un the system's Green Bay campus, claims she was denied tenure by an all-male panel in the business school because she is a woman and was pregnant at the

> Her suit is pending. Meanwhile, a report on a state

> audit of Milwurkee's affirmativeaction office criticized its record of hurassment complaints. It said that "some scrious complaints have not ords of complaints were not typi-

Milwaukee officials say they are reorganizing the office to correct committee ignored information re-

FIVE WAYS TO IMPROVE

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# American Conneil Chooses 32 Fellows CACOUNCS 32 PECHOUNG CACOUNCS 32 PECHOUNCS CACOUNCS 32 PECHOUNCS CACOUNCS 32 PECHOUNCS CACOUNCS CACOUN

The American Conneil on Education has chosen 32 schulars and udministrators to partici pate in its 1992-93 fellows program. The program enables the ellows to become invulved in academic administration and policy making at their own institutions or on other campuses.

Following is a list of the fellows and their current institutional affiliations.

Angalo Armonti, Jr., director of plan-ning, dent of University Cullege, and professor of physics. Villamova U. Joha B. Braden, professor of our includ-ning Champaign. Carolysis and Ur-bran-Champaign. Carolysis and Carolysis. Start, professor of law, U. of Kennicky. Barbare A. Brown, associate denn for uncademic affairs, Livingstoner tollege UN.C.1.

IN.C.1.

Molente A. Brown, associate professor of business education and office administration, U. of the District of Columbia. Immbia.
Richard L. Byyny, professor and head of the division of internal medicine, U. of Colorado Health Science Center.

ter.

Minhaol T. Christy, vice-president for student deselonment, burn College.

Morta L. Cowlor, director of in-attational self-study and professor of English, Mississippe Valler State U.

Mattlyn J. Ford, executive assistant to the president and professor of law, U.

of histographs.

of Instalement.

Themse J. Hong, mescrine professor and chef of the chemistry section, and chef of the chemistry section, and chef of the chemistry section, and chemistry section of the chemistry of the chemistry of method education in the canner center. Duke U. Hanry Hordon, Ir., associate professor of career development, Mantamerry College.

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Outadra J. Tiney, associate professor of education. Lehiph II.

Marila Wacha, professor of archite-ture and urban planning. U. of this formin at Los Alaceles

A bundred years ugo, computers worked with µen and lak by candlelight. Must models had linen coats, crawats, und

pomaded hoir. While a computer is still "a person who computers," it is also u powerful electronic machine that performs operations that yesterday's alcolating clerks could not have

Beginning April 6, the Public Broadcasting Service will air it the machine called "computer" and its impact on society. "The Machine That Changed the World" will trace the computer's development from a room-size, dataprocessing center to personal sters to machines that create virtual reality.

The one-hour shows will be modeast on five Monday nights. concluding on May 4.

Lafavette College is using computer technology to encourage members of the news media to contact its professors then they want information or afarmed opinion.

The public-information office has ssued a disk catted "Who Knows What " a directory of almost 200 faculty experts. The directory gives micssors' areas of expertise education, experience in foreign countries, and telephone munibers. lounalists need an 1851 personal computer or compatible machine to use the directory.

Patricia A. Freeignatti, associate freetor of the public-information office, assures users that the decironic directory is long-free.

The directory has been prepared on o computer scanned to identify and climbrate any known computer viuses," she says. "It has been reproduced on virgin diskettes and ins no executable programs through which a virus might be transferred."

When it comes to promotion, tenure, and new jobs, how much credit do fuculty members get for professional activities on onir networks?

That query brought a range of tesponses in a recent dehate on Bitnet, a network widely used by

Network activities "crunt a lot when people are consulering whom publications and to speak at conventions and workshops," said Mary B. Jeosen, director of the law library at the University of South ola. "When you are asked to write or speak because of your activities on the networks, that definitely counts when it comes to on, tenure, and job hunting.

Network activities don't count at all, according to William J. Hunter. an associate professor of teacher education and supervision at the University of Calgary, who said he spoke only for the education faculty. The answer is None. To date, no ane has even posed the question."

**Information Technology** 



Brion S. Brooks, an associate professor who helped to devalop the computer network at the U, of Missouri journollam school: "What empowers people in society today is information."

# Computers Put a Journalism School on Technology's Leading Edge

By DERRA E. BLUM COLUMBIA, MO.

When a comedienne, Paula Poundstone, was performing at the University of Missouri at Columbia last year, she asked a student in the audience what her major was. When the student replied "Pre-journalism," Ms. Poundsione quipped: "What is that, you write everything in pencil?"

That remark was finny for two reasons," says John Arwood, a graduate student at the School of Journalism here. "Because it was just a funny joke and because it was such an ironic thing to say at a pluce like this."

Missouri's journalism school, which opened in 1908, is the oldest in the country. It is now one of the leaders in moving journalism education toward the 21st century.

The school's 820 students use opproximately 300 IBM personal computers linked with one another on n network. News bu-

Testing Service to Offer Computer Version

of the Graduate Record Examination PRINCETON, N.J.

Beginning next fall, students seeking admission to graduate school will be able to take the Graduate Record Examination on

The Initial computer version, which will be offered of centers in about 100 metropolitan areas, will be the same os the traditional paper-and-pencil test. Students will answer multiple-choice questions on the screen, clicking a mouse on their answers. Like the poper tests, these will receive a numerical score.

Beginning in October 1993, however, students will take on "adaptive test," in which the questions depend on the student's previous answers. As long as the student responds correctly, the computer will pose increasingly difficult question When the student makes a mistake, the computer will ask an easier question, This give and take will continue until the stu-

dent's proficiency level is established. That level will determine the score.

The Educational Testing Service, which administers the Graduate Record Exomination, will offer the computer version as an alternative to the paper test. It has no plons to discontinue the traditional poper

Available 3 Daya Ench Week

Beginning next October, the computer test will be available three days each week by appointment. The ETS will continue to give the traditional test five days a year. About 400,000 appliconis to graduate schools take the Graduate Record Exami-

nation every year.
Students will have to pay \$90 to take the exam on computer. The paper test costs

Putting the graduate test on computer Continued on Page A22 reans in Jefferson City, Mo., and Woshington are connected to the network by modem. The school is about to install a microwave link to its television station eight mileo awoy. With all that equipment, the students are hardly doing their work in

Students learn to use computers for everything from simple word processing to electronic imaging, in which photographs are transmitted digitally. Even students who are pre-journalism-those taking prerequisite courses with the intention of entering the school in their junior year-learn to work on computers.

Dealing With Dilemmas

The Missouri school is one of many around the country that have sought to repince aging minicomputer systems-or, in some cases, even typewriters-to try to coich up with changes in the advertising, news, publishing, and public-relations industries brought about by personal com-

Being on technology's leading edge has forced the school to deal with the dilemmas that accompany change at higher-education institutions. Some faculty members are concerned that the fascination with rapidly chonging technology has overshadowed the concepts, principles, and substance of the subjects being taught. Others say that partnerchips developed with private corporations to pay for the new machinery may jeopardize the independence and integrity of research on the campus.

"Some people like myself would be Continued on Following Page

# Computers Put a Journalism School on Technology's Leading Edge

Continued From Preceding Page sity, the professors—Illian S. on-line library of articles and timates that the three-year arit takes some adjusting to get used - veloped an on-line commuter netto all the technology," says lice Wilkins, the school's associate dean for undergraduate studies. "The important thing that we all must keep in mind is that technolugy may make things niftier and faster, but it should not change the very basies of what we need to

## Running Out of Space

At Missouri, "the computer age" was ushered in in 1985 when two iumpalism professors rentized the school was running out of space on its minicomputer. The system was used to produce the Missourian, the city's morning newspaper and the only such publication pro-With \$42,000 from the univer-

work for the newsroom, using 12 personal computers, some pack-

"Some people like myself would be moderately content with a quill,

so It takes some adjusting to get used

to all the technology." aged software, and their own pro-

grains. Networks were new at the time, and the professors knew of no other newspaper using one for

The network, which included an COMPUTER SOFTWARE

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moderately content with a quilt, so. Brooks and Phillips Brooks—degraphics, worked so well that the trangement, which has just been reprofessors proposed an even more newed for another three years, has nunbitious plan to link all the brought Missouri as much as \$13million worth of hardware, softschool's components, including faculty offices, the television staware and technical support. tion, and the newspaper's news burean in Washington. A faculty

panel worked with the Brookses,

who are not related, to draft a

plan for computerizing the school

for the multimillion-dollar pro-

In 1989 Missouri "struck gold."

according to Brian Brooks. It

national Business Machines Cor-

poration for a joint research project

that hegan with the company's giv-

ing 280 personal computers to the

journalism school. Mr. Brooks es

Agreement With 1BM

The project is thought to be one of the largest such partnerships in a journalism school. It has helped Missouri develop one of the most advanced networking, word-procand to look for outside support essing, research, and photo-journalism capabilities in the country. In return, the computer manufac-turer has gained invaluable insight nto the newspaper industry by asing Missouri as a test site.

The university, too, has invested ed an agreement with the Interin the changes in the journalism school. It spent nearly \$500,000 to remodel the newsroom and classrooms to accommodate the computers. The main journalism buildng, which was built in 1919, hnd ceilings and walls that were as thick as 11/2 feet, making wiring difficult. With a matching contribution from the Knight Foundation. ne university plans to complete a \$5-million building for the school within the next few years.

"Technology may make things niftler

and faster, but It

should not change the

very basics of what we

need to teach."

ety today is information," savs Brian Brooks, an associate profes-· Teach your students with sor of journalism. "We would be the software they'll use neglecting a huge part of the industries we are training our students for if we didn't teach them how to use computers as an tool for information gathering and nnalysis."

Indeed, computers have become an integral part of the curriculum. Students in all hut three of the school's 20 advertising courses, for example, use computers us more than just word processors, snys Gail Baker Woods, who heads the advertising department

"There has been a total revump of our curriculum from five years ago, when our classroom laboratories were only stocked with typewriters," she says. "We have to move at this pace to keep up with

Some faculty members, however, question the need to keep nbreast of every technological

## 'More and More Machinea'

"Students have to spend so much time learning how to use sophisticated equipment that they tend to lose sight of the importance of the message they are ultimately using the equipment for," says Rod Gelatt, chairman of the broadcusting department, which helps operate the school's NAC television affiliate in Columbia.

Don Ranly, head of the magazine department, shares Mr. Gelatt's say they appreciate the importance ers, they also say they are bothered fessionals in their field."

by the cost of buying und operating cluborate systems and by the em-phasis on technology in the class-

"It seems we're raising and spending money on more and mon machines, when resources could he directed toward attracting more and better teachers to the schoolpeople with thinking and analytical skills, rather than technical skills," Mr. Ranly says. "The danger we face in the race to be the school with the most toys is that we may be turning out just a bunch of but-

## 'Biasca and Problems'

Betty Houchin Winfield, who teaches the history of journalism. says higher-education institution should expect to encounter some skepticism and glitches as they attempt to integrate computers into their curricula

'There are biases and problem with any new technology," she says. "Not everyone sees the need for more and more bells and which ties. Not everyone is literate in the new ways, and not everyone agrees on how much emphasis there ought to be on technology in the classroom.

In addition, some academics are wary of close ties with corpora-tions, says Ms. Winfield, "I think most people see the tBM partnership as a blessing because we know we couldn't afford all this on our own," site says. "But there are always those who wunder if he who pays the piper ealls the tone."

Ms. Winfield says she doesn't believe the institution's relation ship with Into has infringed or research. Also, she notes, the relationship is not exclusive. Mis software from other companies

According to tam officials, the company is on the compus simply to observe how the university use the technology.

"They are culling the shots as to how the computers and programs ure used," says leff Lennard, at IIIM systems engineer who visits the journalism school almost every afternoon. "For us, this is a work ing luboratory. We learn from how they apply the technology to their

On this day, Mr. Leonard is at tending a reception to celebrate renewal of the agreement with the university. Professors, adminis tors, and the officials speak about possibilities for the eoming year and about plans to provide 200 new computers by the summer.

With those machines, the jou nalism school will become one of several test sites for an improve version of the original operating system used for the newsroom project. With it, the company says. students should be able to write a story, read a wire story, watch tele vision, and have their copy edited all on the same screen at the same

"There's definitely been some culture shock here because we are changing so much and so fast. says Brien Brooks, who has been walking around the reception room like a proud new father. "But we concerns. While both professors are doing it within the mission of the school-to teach our students of teaching students to use comput-

# Professor Helps Journalists Use Computer Data Bases in Reporting

bled in an accident on the joh. Reorters who are writing a story on the incident for the local newspaper want to find out whether the company has a history of accidents orsafety violutions. They want the information fast, and they know got the federal government has inducted more than two million both and safety inspections over the last 20 years.

The reporters call the journalism school at the University of Missounat Columbia. Here they reach the Missouri Institute for Computer-Assisted Reporting, headed by Ellist G. Jaspin, a former reporter who won a Pulitzer Prize in 1979 for an article he wrote un the inolvement of the labor leader Jimmy Hoffs in the bankruptcy of a sylvania coal company. Mr Jaspin is now an assistant profes-

Is its growing electrostic library of state- and federal-government les, the institute has a data base from the Occupational Safety and Realth Administration that connine meanly of LX million health and safety inspections in every U.S. state and territory from 1972

To respond to the reporters' regest, Mr. Juspin loads a machine est to his computer with a compiter tape containing ostra's receds on inspections in Ohio. Ity tapping a few computer keys, he up a software program be wrote to download the information on the tape to his personal computer. With a few more tages, he tells the computer to scan the records for any containing the manie of the company where the accident occurred. He hits the command to begasad the tape starts spinning.

## "Isn't This Great Stuff?"

In less than half an hour, the stan of 25H HORE records as LUDEplete, and Mr. Jaspin has found 85 hat include the company name he was looking for and all the informaton about OSHA inspections there. "Isn't this great stuff?" Mr. Jas-

Computer-assisted reporting. which has taken off in the last few years with the increased availability of inexpensive and powerful ines, has indeed been hailed as "great stuff."

From death certificates to earnpalga contributions to airline-vafety records, state and federal give-eraments are storing more and more information on electronic ape. For a reporter with a computt, the right software, and the know-how, a roomful of documeats can be "read" in minotes.

The Missouri Institute, which is staffed by students troined by Mr. aspin, not only does research and malysis for newspapers, but also itales working journalists in how to obtain government tapes and anawzethem on their own computers. Mr. Jaspin teaches a class in sisted reporting-one of only a handful in the country's

more than 400 journalism schools. While the idea of computer-aysisted reporting is not new, today's

A worker in an Ohio company is revolutionized it. Reporters who once reserved committee research ning to use it in their daily report-

> According to The Washington Journalism Review, one of the first major computer projects was done in the enrly 1970's hy two reporters at The Philadelphia Inquirer who gathered more than 100,000 pieces of information about criminal court cases in the city. They entered the data on IBM punch cards for computer onalysis. Their annlysis uncovered gross discrimination and disparity in the treatment of defendants in the city's crimina courts and led to a series of articles called "Crime and Injustice.

## **Ground-Breaking Projects**

Since then, many ground-breaking projects have moved the technology along.

Howard Lerner, a gradunte student in journalism at Missouri, is taking Mr. Jaspin's computer-ussisted reporting class. He sits in front of a commuter doing an exercise with a classmate, Lisa Kremer. As the two wait for the compider to sift through a tape from the Federal Election Commission, searching for campaign contributors who gave exactly \$5,000 to a condidate, he talks about the importance of this kind of work.

simlents leaving this school will be comfortable using of computer as a word processor a the very least, and that may be enough for right nuw," Mr. Lerner says. "But everything is moving rapidly, and being able to use a computer more completely will soon be necessary.

Mr. Jaspin and others in the news business recognize the potential for problems in computer-assisted reporting. Mr. Jaspin snys reporters most be careful not to negleet the human-interest side of a slucy that may be landed with numbers and statistics. He also notes that computers may make mistakes and, whenever possible, data should be checked against paper

Getting hold of some computer records is also a problem, as gov ernment agencies are now being asked for information heretofore inaccessible or too unwieldy to tr.msfer.

Mr. Jaspin himself has comacross some roudblocks. Last month, for example, he and a re-search assistant at the institute sued the Missouri Department of Corrections in state court, claiming the department had failed to comply with a state law that requires state agencies to open records to the public. The department said that some of the information about the population of state prisons on the requested tapes contained confidential personal records and would not he sent to outside re-

"We are all beginning to cover a lot of new ground with compute assisted reporting, and everyone is learning as we go, Mr. Jaspio says. "And we are sure going fast."



Elliot G. Jaspin of U. of Missouri's journalism school: "We are all beginning to cover a lot of new graund with computer-assisted reporting, and everyong le learning as we go."

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The Learning Society: You Have Now Entered My Mind

By Bernaud R. Gillord, thi D.

Kids don't need computers to invent stories The beil udden child in Robert Louis Stevenson's famous poem is happy through the day deploying toy soldiers on maneuvers among the hedelothes. There is no keylound in the Land of Countercane

So what intoressed me about Paul Kaiser's work with learning disabled students at the Lab School of Washington—the subject of my last column—is not the fact that he uses the computer as a story-making tool h's that he uses it in exactly the right way, at exactly the right time.

"Many of my students don't think in the verbal and linear fashior most school curricula address," Paul told me, "Instead, they think more concretely and more associatively, often requiring physical objects and visual Images to explore and express their ideas

That's why his kids spend so much time working with ministure figures and props on tabletops or sand trays before they ever swith on the Macintosh. This spatial framework especially helps those with language problems; it also compels the attention even of those with attention delicits," explains Paul

The challenge, as he sees it, is to help his students move gradually from the concrete world of the tableton to the abstract world of text. They are already constructed handling physical objects; he wants or help them make the leap to handling mental objects.

That's where the computer comes in.

\*Building interactive stories has provided a emetal middle step between the concrete world of story miniatures and the abstract world of pure text. he says, Using a digital video camera, Paul helps them transfer the scenes they construct on a tabletop or in the sand tray onto the computer screen. The kids become authors of multimedia books. In the process, they must make hundreds of decisions about timing and sequencing, about point of view, and about scale.

As Paul explains, the story elements shift "from link figures in their hands, to images and sequences on their computer screen, to perceptions

As the kids become more proficient, they find ingenious ways to transform their tabletop worlds into complex multimedia stories. They combine photos of their three-dimensional scenes with their own drawings willi pictures of themselves or their surroundings, and with clip-art images they cut and paste right on the screen. A miniature plastic horsent gallops through a forest of clip-art trees. A rubber alligator convis past a hand-drawn Egyptian pyramid. A toy truck parks next to the author, as he stands on a real street outside his real school.

"In each case," says Pant, "the transformation of the scene from miniature to screen has involved a radical shift of scale, giving each scene a

Adding words is a critical step. This part of the process also begins hefore the computer is switched on. Once his students' tabletop stories begin to solidify, Paul asks them to set up their miniatures by describing in words exactly where every prop goes-without manipulating the props or

"This introduces the children to the more formal language of writing," says Paul. "In writing, there is no listener present to prompt one with uestions or to share a frame of reference; the writer must spell everything out in order to convey his or het message.

In the final projects, oral explanations may become captions. Captions may be elevated to chapter titles, taking on tremendous expressive power. Eleven-year-old Nicole Maisel showed me The Big Flash of Notbing, her electronic novel about a boy who is struck by lightning and wonders what will happen to his life. I marveled at her chapter headings: "Timmy's Lifetime Support." "Timmy Improves." "Timmy Agrees to Try." "Thuny Has a Life of his Own." "Tinuny-Free at Last."

Combining images, sounds, and words. Pant's bide find all blode of ways to express their Inner worlds. Sometimes they pull us right into

"You have now entered my mind," announces the narmor of a remarkable electronic work called Mnrh's Mind, as an opening in a mountaintop slams shut behind you. "You may find this maze confusing because my mind is confusing.

"Mark's Mind began as a series of doodles that Mark sketched to show the difficulties he faced when trying to write," Paul told me as I worked my way through this interactive book-an elaborate maze of corridors, rooms, and surrealistic landscapes. "He takes you on a journey into the metaphorical spaces of his brain."

Once inside Mark's mind, you can uncover letters he has left for you there. Sometimes messages from Mark pop up. In one room, a snake change its tail around a pillar. The pillar slams up and down between the ceiling and the floor. "As you can see," Mark's message informs us, "my kleas sometimes don't like each other. This one doesn't like liself." Then he adds an extraordinary aside: "I hope you find the snake confusing so you will have an idea of how I feel."

I have my own message for Mark and his friends at the Lah School of Washington: I hope you will be excited and moved by my story about the work you are doing, so you will have an klea of how I feet.

## ETS to Offer Computer Version of the Graduate Record Exam

will provide u number of benefits for students, says Anthony C. Barnard, dean of the graduate school at the University of Alabama at Birmingham and immediate past president of the Graduate Record Examinations Board.

"Taking the Graduate Record Examination has not been all that happy an experience," he says. Now, instead of joining large computer skills will be crowds in big halls, "students can tant part of test skills." make an appointment, choose a convenient time, and have a nice chair and only half a dozen people interacting with the computer."

With the computer test, says Mr. Barnard, "students will get an imis important for students."

Down the line, offering the exam on computer could help graduate schools obtain better evidence of students' neademic abilities, Mr. a multiple-choice test, all students choices," he says. He predicts that the oth if the exam took less time to conplete, as it will on the computer, students might have time to compose an essay to demonstrate their writing skills or complete another

project that could be evaluated Not everyone likes the idea of the graduate exam on computer.

"We are concerned about the impact on people and their access to higher education," says Cinthia H. Schuman, executive director of the National Center for Fnir and Open Testing, a non-profit organization critical of standardized testing. "Not every classroom in the country has computers in it. Computer testing could compound the difficulties for students, given that computer skills will be an impor-

Concern Over Cost

Ms. Schuman sees the cost of the computer exam as a stumbling block for students, "The price of the test-\$90 vs. today's \$45-will mediate report of their scores. That be another barrier for some students, especially students who want to take the test twice," she

says.

Although financial aid may be available, says Ms. Schuman, not Barnard snys. "Becnuse the GaE is everyone knows about it, "I am concerned that lower- and even have to do now is recognize the middle-income people won't be right answer among four or five able to afford the test on top of all the other expenses of going to

The Educational Teating Service expects the computer GaE to pave the way for electronic versions of other standardized tests.

By next fall, says Gregory R. Anrig, the ETS president, the orga-nization expects to announce a

computer version of the College Board's College Level Examina tion Program, which is now undergoing pilot testing. The ETS will niake available a new computer based examination for beginning teachers in academic 1993-94, he says, and a computer-based professional-certification exam for architects by the mid-1990's.

The College Board, which already uses computerized place ment tests for basic skills, is thinking seriously about a computer-based version of the Scholastic Aptitude Test, which is taken annually by 1.8 million high-school

The American College Testing program, which gives tests annually to 1.3 million high-school seniors, has no plans yet to offer the ACT on computer, according to a spokesman

The computer-based GRE is being introduced in two stages because, Mr. Barnard says, "it's too big a step to go immediately to adaptive testing.

Adaptive testing uses a sonbleticated technique called "branching," in which the computer leads the student to groups of questions organized by level of difficulty. This way, students don't was time on questions that are too hard

Because students can establish their proficiency levels with fewer responses, they can complete the exam in about half the time required by the paper version.

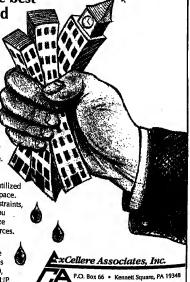
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THE CHRONICLE OF HIGHER EDUCATION

**Section 2** 

April 1, 1992



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**Our Fixation on Rights Is Dysfunctional and Deranged** 

WE WELL SHEELY KNOWS that had year marked the bicentennial of the Hill
of Rights, While this anniversary nf Rights. While this anniversary did not provoke the same paroxysm of pa triptism accasioned by the bicentennial of the Ponstitution in 1987, it nunetheles triggered a remarkable outpouring of selfcongratulations-of the same time, ironically, as the United States Supreme Court was continuing its cruside to limit the rench of the Bill of Rights.

it therefore would seem appropriate for me to join the chorus of people gentifiect-ing before the first 10 nmendments to the Constitution and to castigate Bill Rehnquist and the Supremes for their betraya of our political heritage, Instead, I would like to suggest that our veneration of rights needs scrious qualification. The problem is not that our individual rights are loo few and loo weak, as the left would argue, or too many and too powerful, as conservalives would have us believe, but rather that our national fixation on rights and our national conception of them-fixations and conceptions that know no partisan affilialions-are dysfunctional and deranged.

Two examples from the Bill of Rights demonstrate both the partisan neutrality of our current conception of rights and why that conception fosters social and political pathology. The First Amendment, beloved of the left, guarantees us that our govern ment "shall make no law . . . abridging the freedom of speech or of the press." The Second Amendment, conveniently de-emphasized by left-leaning. American Civil Liberties Union Types like me, promises that government will "not ... infringe" our ability "to keep and bear arms,"

Each of these rights evokes a range of imoges in our national consciousness. The

Scholars should examine a communitarian alternative to liberal individualism

First Amendment brings to mind the defiand and autspoken on tie of oppression; the proponent of such unpopular causes us communism, fuscism, and racism; or the practitioner of such unpopulor activities as publishing pornography and flag-burning. The Second Amendment reminds us of the isolated pioneer homesteader defending his humble cabin from beast and savage; the modern urban family whose lock of faith in the police drives it to prepare to protect itself, or the contemporary survi-

valist arming her bomb shelter. What these historically and politically diverse images share is a sense of isolation: They present individuals who perceive ives not only as set off from their community, but also as opposed to it or needing protection from II. For these figures, the assertion of a right erects the barrier keeping others oway. This conception of rights is port of the political theory of liberal individualism. This theory-derivfrom, among others, John Locke, Adam Smith, and John Stuart Mill-until only recently enjoyed a hegemony so total that it was regarded not as a theory ni nil, but as a fact.

Liberal individualists believe that the basic unit of society is the rational, self-interested person. Self-interest sometimes dictates that an individual, to acquire some

OPINION

henefits necessary for survival, give up a certain amount of freedom and automony hy joining groups of people pursuing simihir citils. Thus, just as the mythical "man who lives in a state of nature" sacrifices perfect freedom ami joius civil socicty to gain the protection inherent in Image numbers, so a business owner or worker will sucrifice independence to gain the bargaining power of a trade association or a labor

Polities, in this vision, is a type of frecmarket process through which individuals or interest groups pursue their preferences by bargnining, accommodation, and monipulation. People come to politics not to engage in a dialogue aimed ot discovering the truth, but as a means to some private end. For the most part, any outcome of the political process is equally legitimate: Whotever emerges from the free and fair clash of competing proposals is Good.

owever, because the basic unit of this political theory is emphatically the individual, there is one constraint on the results of the political process: Results are legitimate only if they respect each individual's dignity and autonomy. Hence rights: In our constitutional law, a right is an individual privilege that is beyond the ability of government or one's fellow citizens to extinguish.

As one strand of thinkers from Aristotle lo Rousseau lo Marx has noted, a people obsessed with individual rights will suffer a predictable pathology. Because n right comes into play only when an individual asserts it and thus assumes a pugnacious sinnce loward fellow citizens, a politics grounded in rights will be a politics of separation, exclusion, and alienation. The

Continued on Following Page

## A Communitarian Alternative to Liberal Individualism

Continued From Preveding Page prime objective will not be to find common ground--hut to impose your will on others. As the 19th-century French thinker Alexis de Tocqueville noted, this attitude "saps the virtues of public life," reducing it to little more than an adversarial market

As if this weren't bad enough, the dynamic governing public life extends into private life. Statistics on divorce and other forms of intra-family litigation belie the claim that we can be open, cooperative, and virtuous at home and predisposed to assert our rights' only when we venture into the workplace, the marketplace, and the polling place. Today, busbands and wives, parents and children define their relationships to one another not in terms of abligation and interdependence, but in terms of prenuptial contracts, parentalrights statutes, and other legally recognized adversarial chains. In short, our vencration of rights as the instruments of individual antunomy reinforces our tendency to see other people as notential appressors and threats. This in turn makes our public life into a battfelfeld and nurtures an attitude of distrust and emotional fortification in our personal lives.

The remedy for this situation is not to eliminate rights but to put them into a more congenial context. Within the past Iwo or three deendes, and with increasing frequency during the 1980's, historians, political theorists, and legal scholars have rediscovered and begun rebuilding an alternative to lihemi individualism, a counterthenry that they argue offers a less cynical and corrosive account of human nature and politics. The starting point of this counter-themy-sometimes labeled communiturianism, sometimes going by its 18th-century title of civic republican theory-is a cunception of human nature grounded in Aristotle, who says in the Politics that humans by nuture are not selfcontained, but are "polis dwelling" animals. Thus, communities crente individuuls, individuals don't create communities. As neither the contempurary left nor right recognizes, the community situates us and hinds us together in a web of support and obligation, providing us identities and different roles. In doing so, it makes it pussible for us to be harman animals. The community is not n necessary evil where individuals join forces for their own convenience; mther, it is the institution through which talking animals become hu-

OLITICS, in this vision, is the shared guest for a common definition of the good life. Participation in the public life of the community, through the search for commun ground, is nut it chore or a burden; it is the activity in and through which people becume citizens-which is to say, through which they become fully his nian. Politics does not constrain freedom. but facilitates it by providing the arena in which a person neight carry on the activities that make government consensual that allow for participatory self-government instead of tyranny.

In such a polity, rights play a different smaller, but nonetheless essential, role. Some serve na the background against which public deliberation takes place of the safety net beneath it, scrying to call n majority back to some fundamental principle when that majority is caught up in an aberrational or excessively zealous eampaign-such as an "anti-communist erusade" or a "wnr on drugs"-that trammels

individual rights. Or they guard the purity of the political process itself. Equal protection, for example, the precent hehind the "one person, one vute" rule, guarantees that unbody is denied full and could tight to give ur withhold consent at the

This conception of rights, I suggest, is hardly radical. In fact it is closer to the original understanding of the Founders of this country than is the contemporary conception shared by mainstream liberals and conservatives. The Framers, we must recall, did not include a Bill of Rights in the

connutations, the personifications are radically different. To demonstrate, recall the two rights that I described earlier: the right of free expression and the right to bear arms. While we see the archetyoul First Amendment claimant as a lone voice demanding that the undority permit him selfexpression, the Founders had a different value in mind. As Justice Brande is remindcd us in 1927:

Those who won our independence helieved that . . . freedom to think us you will and to speak as you think are means indispensuble to the discovery and suread of

"As neither the left nor right recognizes, the community situates us and binds us together in a web of support and obligation."



Constitution. Their Constitution was a hlueprint for government, an organizational chart telling different branches and levels what their powers were. Its concern was nut inhibiting governmental authority over individuals; but authorizing and distributing it.

One reason for this focus was the Founders' belief that a well-constructed dennicratic government would consist of virtuous representatives of the people themselves, thus obviating any need for limitations on government power. And when under pressure from the anti-Federalists, who feared centralized government. the new nation adopted a Bill of Rights, its amendments had a different meaning from that which we give them today. The words are the same, but the accent marks, the political teath; . . . that the greatest meuare to free han is an inert people; that publiv discussion is a political duty; and that this should be a fundamental principle of the American government, . . . Believing in the power of rrusou as applied through public discussion, they eschewed silence covered by law.

In other words, the Framers conceived the First Amendment to facilitate, among other things, a broadly based and inclusive public discourse. While the free-speech guarentee did serve to protect unpopular views, those views had value not merely because they were a part of some individu al's self-fullillment or self-expression; rather, they were important because they contributed to the vitality and legitimacy of the community's public life.

fur the benefit of the lone woodsmanorhis contemporary counterparts in the National Rifle Association who somehow believe that the Second Amendment embodies at absolute right to hunt, collect guns, or shoot intruders. The full text of the amend. ment makes its purpose manifest: "A well regulated militia being necessary to the security of a free state, the right of the people tu keep and bear arms shall not be infringed." The term "militia" had a precise meaning for the Framers: a trained nemy of free citizens, available for call-up in energencies. Partuking of a tradition tracing in origins to Renaissance political theorists, the Framers valued arms not for the protection they offered individuals from their fellow citizens, but as a necessary tool to protect the citizenry as a whole from at-THE FRAMERS, then, never emi-

sioned a rights-centered state. Unlike us, they recognized the paradox inherent in the idea of a republic built on the foundation of individual rights. The Founders therefore stand as no impedment to a mudern reconsideration of the role that rights pluy in our political life. What thus stand as an impediment is the entrenched belief that the theory of civic republicanism-with its revised conceptiun of rights, individual liberty, and community-hus my contemporary relevance or utility beyond serving as a comforting fable for our irretrie vably fragmented and adversarial era.

Schulars must question this dismissing attitude, subject the possibilities of civir republicanism to critical scritiny, and for mulate proposals and strategies for putig the theory into practice and really tests its usefulness

David Schuman is an associate professo in the University of Oregon School of Law and the Wallney J. Kampeke Faculty Fd-

OPINION Nor was the right to bear arms designed ETERS TO THE EDITOR

# The Arts Endowment and Freedom of Expression

ly, exactly what is wrong with the

its creation, he is kind canagh to let

dule out, in the good old-fashioned

artist's tand the nuiscum curator's,

stage and film director's, and literary

nıngazine publisher's) dilemma: We

may choose between outright cen-

to have to wonder about the app of Leonard Garment's cumment to the arts t"Financing Priat Art With Public Money: Trougel Trace Ends." Opinava. March Let to mention the First Amendgal, when he proudly reveals that n at official in the Nixon White these he personally intimidated the rector of the American Film Instigeinto canceling a benefit première d'Costa Gavras's State of Siege beare of its political message. If Garand really thinks that "the original its of the arts endowment was the preservation and dissemination tested art treasures—fram Schelangelo and Mozart to Bechet ed Ellington," nut "contemporary at still in the aesthetic laboratory. this sever read, or has long forgot

ment for the Arta. h 1965, in creating the NEA, Conpes declared that because "the care of art" requires "constant bergion and devotion," it is "necoxyandappropriate for the federal ment to help create and sustis not only a climate encouraging edon of thought, imagination, and many, but also the material conditors facilitating the release of this parise talent." So much for trannet's disdain for the "aesthetic lab

Courses also rejected Comment's that the NEA should limit its good to "time-te-fed art fucasus." Instead, Congress emphasized that "no undue preference should be given to any particular spic or school of thought or expres-tion," and that "conformity for its wasake is not to be encouraged."

Tak of abalishing the NEA. to plocite Sen. Jesse Holms and Pat Buthese, rewards these reactionsnics for their efforts to muzzle free exand undermine the arts. Inlead, scholars, urtists, and citizens MEA, free of cuntent restrictions and politically imposed orthodoxy.

STEPHEN F. ROTHE Constitutional Cawyet Robde & Victoroff Los Angeles

TO THE EDITOR someone who is both un artist

in the true mission of the National

sorship-certain themes, language, amt/or portrayals are tahoo-or placate purselves with the gentlemen's agreement hammered out by Carmem, Michael Straight, and Nancy Hanks. . . . Not only are we granted this unpalatuhle choice, but we are called clitists by those who would pu-

Those of us who are artists and who work in the arts are dedicated experience. For the past three years a propaguada mill has been churning a propagunda mil nas neet change away, deriding artists and all who support the arts. Mr. Garment echange artists upplied and were selected by oes the manufactured pretext that there is a battle between artists and taxpayers. I've become very tired uf that make up the NEA's regular pronanpayers. I've occume very tired in make up one was a region promiting out the obvious, that artists are taxpayers. What makes this ficare taxpayers. What makes this fic-tion reprehensible is that the mts are endowment critics." held to a stundard higher thun any other government program, and artists (who reap a rather small share of the NEA's largesse) are accused of be-

Mr. Garment's exhortation to art NEA expenditures.

bewire of exceeding undefined limits and restrictions to prepare them for the once- or twice-in-a-lifetime chance of government assistance How does that affect the ability of young artists to think about making

Leonard Garment's opinion piece both enlightening and maddening.

Mr. Garment sums mt, very succinctJohn Frohamayer, I think, came to

see this hypperisy for what it is. The Spenking as one who was there at like Mr. Garment, could propose is us know that it was established to as censor and net unit. Mr. Frohn way patrouge. Here, then, is the duty,

Why is Garment's argumen wrong? Why shouldn't the chairman. when presented with a group of "of fensive" applicants, simply veto tinue to flow? 'The answer lies in the process that the NEA follows in considering and making grants. And Mr. Corment should know that by ignoring that process he is being disingen-

The NEA cannot and does not go out and select applicants-it is a government program to which any tist or arts organization can apply Each application is measured again competing proposals and standards set by a national review panel. To eview applications the NI:A assembles knowledgeable citizens and recpenized experts in each field, and from all parts of the country. They are asked to use their collective expertise to determine the most deserving applicants in that year. These seections are then reviewed by the National Council for the Arts, a body of Presidential appointees, which may recommend for or against any indi-

Mr. Garment takes great liberties with this carefulty constructed process when he describes it thus: "Last full, when the endowment's advisory conneil recommended that some of have been fixed with this issue of the same avant-garde performance gered endowment critics be given professionals, mostly with years of grants for more projects, Mr. Frohnmayer would not overrule the coun-

In other words, according to Garthe two independent levels of review

The argument is silly. The choice is pretty clear: either a democratic review process, which will always leave a few people offended, or uncontreent of the privileged few by the privileged few. . . .

educators is also bothersome. What lesson is taught when educutors make it clear to their atudents that there is no such thing as government support without restriction on the work they do"? The implication is that the government is the chief pafron of the arts, yet government sponsorship accounts for a minuscule proportion of artists' incomes or orts funding. Similarly, the propor-tion of controversial grants funded, in small part, by the NEA totals only one five-hundredth of I per cent of Should we teach not students to

> If we do not want legislatorn dictat workload should be, then we ought to



"DEFINITELY IT WAS AN AMERICAN

BOOK BY AN AMERICAN AUTHOR NOW. LET ME SEE ... .

cussions of art and social policies by allowing one religious / political view-Member of the Independent Artists Group

Favilty workloads and productivity

To the Epiron: Figurity productivity issues are quickly becoming the focus of the financial dehate in higher education 1"Tight Budgets Demnnd Studies of Faculty Productivity," Opinion. February (9).

The regument, simply put, is that with the current conditions of fastdeclining resources we should tearn how to do more with less-a concept not foreign to many of us who have worked and experienced higher edu-cation at the institutional level. Those in student uffairs, for example "making do" with less than other divisions on the campus for decades. Now the faculty and others whose primnry responsibilities are the class-room/instructional division of the campus are beginning to be exposed

to this concept us well. It does make sense to look at faculty productivity, since a majority of an institution's budget is spent on faculty salaries supporting the instruction nl aspects of the eampus. While I agree with this notion, I do not agree with the position put forth by Daniel T. Layzell that institutions should negotiate with ntate legislatures or "bargain" away their decision-mak-ing responsibilities regarding faculty workloads. The identification of fuculty worklonds for institutions ia a deciaion that should be driven by the institutional mission, not legislative

in a recent study I co-nuthored (conducted by the National Center for Higher Education Management Systems), the flexibility of setting faculty workloads was of parumou importance to some institutions and of little or no concern to others. The rationale for the difference seemed to be related to the institutional focus or mission and the respective admini trators' willingness to allow flexible workload distributions across the campus. If mandatory, statewide nvemges had existed, the flexibility needed to accommodate inattrational differences would not have been an option. Varintions that exist on enm-

puses have to be considered. ing what a statewide, average faculty nnt? Is there one nit, in limited, mar-now one, for the government and anow one, for the government and an other for the private sector?

Or have we skewed national dissipation of the private sector of the

opportunity is too great here for state point to shape the debate on arts and - time-watching procedures that seek art edication? Sant-terri Hussett the establish "average" workhools without really understanding or altowing for the needed flexibility within a campus. . .

Any gained institutional "flexibili-ty" such as Layzelt notes would be tost by the state's imposing and monitoring of average faculty productivity levels. State bureameratic restrictions will multiply and lessen the institutions' decision-making abilities

CHERYL D. LOVELL Staff Avocate for Research National Center for Higher Education Management Systems Houther, Colo.

TO THE EDITOR: Kndos to Daniel T. Layzett for addressing the louchy subject of facilily productivity. Unfortunately, hus probably wisely, he sidestepped the incendiary issue of "relevance." Relevance is not a separate issue from productivity. What is gained by being very productive at an irrelevant (ivory tower) activity? These two issues should be of particular interest to boards and legislatures volfor moneys to support schools Autonomy of public higher education" is more often used as a club to the "faculty productivity" interlop-

Academia still tends to justify its modus operandi using medieval rai-sons d'être. This luxury can no longer be afforded! Consider two of the tondatooling sucrosanctities: "publish or perish" and "research at any

A significant university expense is incurred by sending faculty to one or more conferences each year where in muny esses the majority of the pre-sentations exiat only to satisfy the sublish-or-perish syndrome and have worthwhile. This publish-or-perish push also partially fills the professional journals with academically ved nonsense that never would have been thought of or put under a more rational system of re-wards based on need and value (relevance). Because of increasing pressure to publish, there has been a proliferation of journals the past 10 rupt trying to atny current and com-

Little university "resenrch" is completely funded by outside sources. The present push to win rescarch grants at any coat indirectly The desire to have everyone doing ed and tenured) means that the uni-

## MÉLANGE

# Wanted: Mystery Writer for an Academic Whodnuit; the Intellectual Staying Power of the American Left

As FAR AS I KNOW, no one his over written an academic mystery story, of the genre of Gamly Night by Dorothy Suyers, benring the title Honoris Canso, but I have often thought that sumebody should write one, For the 24 hours or su surrounding the conferrs of honorary degrees at a university provide . . . the makings of a first-rate murder story; a group of scholars from various disciplines and places . . . suddenly brought together to become instant classmstes-wined and dined and doctored (in at least one sense of that equivocs! word), until one of them is discovered, "quite dead" as the mystery writers like to say, crushed to death because someone has tampered with the switch of the electronic movable stacks in the university library containing the complete set of the tomes of Priscae Lolinitatis Monumenta Epigraphica together with the

Corpus Inscriptionum Latinarum. There is a fascinating list of other than the usual suspects-librarians, nrchivists, paleographera, editors, professors of oll ranks (and some ranker than others), with a few deans, provosts, and presidents thrown in. So whodunit? A scholar who had been working for 20 years on a unignum opur, unly to be cooped by Professor X? The author of a book that X disemboweled in a review for the Times Literary Supplement inow that these reviews are being signed)? Someone whom he beat out for chsirmen-or, more likely, someone whom he arranged to get appointed as chairmsn? A disgruntled former graduate student? A former lover or would-be lover? . . . The possibilities are almost infinite; for after all, ss both Woodrow Wilson and Henry Kisainger observed after going on from the Academy to other kinds of political notoriety, the reason academic feuds are so bitter is that the stakes are so small.

-Jarosinv Pelikon, professor of history at Yale University. in o speech of the University of Chicogo's centennini dinner

WHAT IS STRIKING about the Academic Left is its pernistence despite historical developments and political realities. The intellectual staying power of the Left in the United States is matched by that in only one other European country, England, where Marxism retains some hold on the academic mind. Cariously, where Communist parties have traditionally been strong. as in France and Italy, Marxism fell on hard times in the eighties, but where Communism as a political force has been weak, as in England and the United States, Murxism as an ideology survives with some strength in the cloistered world of the academy. Perhaps this disparity unly highlights the insights of Max Weber about the demise of movements and the inevitability of institutions. As an intellectual movement promoting itself in protests and publications, the Left had to compete on the open market; as an acrdemic phenomenon presiding over a university, the tenured Left has less need to compete to survive, and it now has an ally in bureaucracy and its drive to expand. If Wall Street depends upon capital accumulation, the Academic Left depends upon cohort accumulation.

-John Patrick Diggins, professor of history at the City University of New York's Groduate Center. in The Rise and Fall of the American Left, published by W. W. Norton



Broaden the search and find sometime who can teach omore blology, recrait, coach women's tennis. and raise number gifts."

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## Letters to the Editor

Continued From Preceding Poge ed. Thousands of classes have been versity, due to faculty release time, has to hire additional "faculty" to handle the teaching load. More research and mure faculty meun more, inefficiently used "research" lubs and more offices (often causing classrooms to be converted to these nurpixes), thus putting pressure on the hourd or legislature to fund more,

costly buildings. We cannot afford the degradation In addition, universities pay out directly and indirectly a let of money through "matching" money for vari-DBS reasons-some not force relevant Universities can go bankrupt by tak- has become too complicated and ing advantage of all the entiting matching grants available to them.

other very costly issue. Does every university need a \$1-million wind tunnel, a \$5-million supercomputer, and a \$10-million accelerator? Daiversities need to find relevant niches and not bankropt themselves by supparting every whom of the faculty

Until this mushrouming bleuspid problem (publish or perish and research at any cost and for any purpose) is examined under the critical glass of relevance, it will continue to devour a large chunk of funding and n effectively and efficiently aildress the needs of the state, region,

ion. JAMES A. CHISMAN Professor of Industrial Engineering Clemson University Clemson, S.C.

TO THE EDITOR:

Daniel T. Layzell put his finger on the button. Productivity and downsizing are a thesis of the times. Generni Motors, the International Busirss Muchines Corporation, United Technologies, as well as states, cities, and econties, are eutting jobs und reinforcing the ranks of the unem-

Colleges and universities are also being forced to join the procession. For the first time, there has been an dollars appropriated by the states for higher education. Over two years 12 stutes have decreased appropriations and 21 have increased funds less than inflation. Many private colleges and universities are also in financial difficulty not only because of recession but olso because of decreasing enrollment, reduced giving, and ished external support and indirect-

The quality of a large part of higher



neation, including continuing education, advanced professional training, and scientific research. The wor competitive to permit that....
What needs doing to advance pro-

tribute to the decline.

Reeping up with the Joneses is anuluctivity in higher education? There are four crucial tasks: 1. Clearly identify "outputs" of

teaching, research, and service. 2. Develop measures of the mean tity and, especially, the quality of these products.

3. Ascertain the changes in organization, effort, technique, and equipment that will move toward improve-

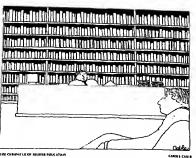
4. Provide incentives to encounage opportune clampes. It is un inteffectual and manuscrial

task worthy of the talent available. Professor of Public Organizations
University of California at Los Angeles
Los Angeles

## Plagiarism allegations found to be granndless

Carolyn J. Mooney's urticle "Critics Question Higher Education's Commitment and Effectiveness in Dealing with Plagiarism" (February 12) reports that the American Historical Association is continuing to investigate charges of planterism leveled agninst Stephen B. Oates, However, it fails to mention the significant fact that Professor Oates's employer, the University of Massachuselis nt Amherst, conducted its own investigation and concluded that the nilegations against Oates were "groundless," That finding was reported to the American Historical

The allegations against Oates arose in November 1990. Since then 22 prominent scholors and his own university have exonerated Ontes, but the American Historical Association, in the words of your nrtiele, "has not yet delivered its verdiet." It would seem to me that the lack of



"Old post-structuralists never die, Thurston they just become deans."



"Yes Mulcolm, it's we. You're looking at the lesser-known Option 3 Track of the university's carry-retirement program. Did you say pickles?

effectiveness in dealing with plagia-rism discussed in your article is also u

ities udvertised in The Chronicle of heavy pyrumid of full professors. It is more in the service of the last sevlack of effectiveness in dealing with allegations of plagiarism that can inflict serious dumage on a scholar's

ROBERT E. JONES
Chair of Department of History
University of Mussachuselts at Amberst
Amberst, Muss.

Full professors deserve their salaries

TO THE ECITOR:

The recent article by Andrew Hucker, "Too Many Full Professors: a Top-Heavy Pyramid" (Opinion, March 4), is undoubtedly one of the worst examples of blatant age dis-crimination that I've read in a long time. Besides heing downright ludi-crons and simplistic, it is void of any ment. My first thought was to see if Queens College of the City Universily of New York would immediately take Professor Hacker up on his ndvice and reduce his full professor's salnry accordingly. If for no other reason than the absurdness of Hacker's "selective research" (if one could even call it research), I feel that his full professor's salary ought to be

shared with the newer faculty members of his college, who, according to his views, have nil the bright new ideas and approaches. He obviously doesn't have nny. His unsupported assumption that only the new, untenured assistant professors have the bright ideas, the ereativity, the knowledge, and the ef-fectiveness that older faculty don't have, because the untenured have an reness of young people's sensibilities," leaves one to wonder whol the experienced full professors have

done all their lives. This is pure un-mitigated age discrimination. Does Hacker really believe that all full professors, by virtue of age, don't earn their salaries, nren't aware of todny's realities, are out of touch with realily, and are all safe and secure in their own finnneis! worlds? . . . It took me 20 years to get up into

the low-60's snlary range, but this was done only through merit increases that were based upon superi-or teaching and scholorly produc-tivity. Most schools do not give such liberal solution such liberal salarles as Hacker

His assumption that schools ean't attract young scholars today because of "little money" just doesn't wish. Most schools seeking new assistont professors usually receive hundreds of applications. Competition is tough. Many schools up their salary ofters to acquire the best. In fact, if one were to analyze the job opportueml issues, one would find that over 40 per cent of the job offers were at the associate- to full-professor lev-els. These institutions that Hacker tells us are having financial problems are the same institutions that are relvertising jobs at senior-level starting

Hucker's comment that his solutions are "not starry-eyed propos-als" certainly can't be taken seriously. Show me one school today thut isn't more stringent on promotion and tenure. Show me one institution that believes "young is best" and that experience, knowledge, and rep utation account for little in a school's reputation. Show me one school where a good number of senior facul-ty don't wish to retire enriv. If Hacker is correct that this full-professor bloat leaves most colleges with little money to hire or retain younger fuculty, then why are so many colleges hiring at higher levels than the start-

No, the problem isn't a bloated upper class of high-paid full professors, the problem is with where we place spending priorities during difficult times as well as prosperous times. Has he looked at administrative eosts? Those who subscribe to Hacker's strange logic would unly decimnte our eolleges and universities of their grentest resources. It would be the equivolent of having our best, most experienced teachers in public inner-city schools leave to make wny for the new, inexperienced neophytes who know nothing about teaching and who only nod to the

chaos of the school. I refuse to go back to the days when the starting salary for an assist-ant professor was \$10,000. That's where I began in 1968 (less than I was making teaching in o public high school). It's taken me all these years to finally get my salory up into the low 60's, but I'm still unable to afford n house in Los Angeles. This is hard-"financial good fortune," as Hneker would have many believe

Hacker moy subscribe to Huey Long's "share the wealth" philosophy, but those of us who have earned these hard-fought rewards and yet continue to be productive teachers and scholars reject this simplistic problem solving. We call it what it really is: age discrimination, pure

and simple, ALFRED LIGHTFOOT Professor of Education Loyola Marymonal University Los Angeles

TO THE EGITOR: I have just finished reading Andrew Hacker's lament of the top-

must not be 50 yet, as he is prop ideas that I once fanta when I was that age. I'm only glad! didn't express them I will be 60 my next birthday and

100 143 A

the future doesn't look any better for me than it looks for a young profes sor. In fact a young profess ive prospect of working for so other 40 years. I don't.

By the way, I have already taken enriv retirement from another s versity, presumably making room for two new assistant professors. have done my good deed.... My retirement status will be merted reduced beenuse I will not have continuous retirement in one system

The professors who, according Hacker, ure making over \$100,000 face serious medical bills after rise ment, which they can presuma pay for and still bein the rest of min paying hefty taxes. It is a regre ary concent to think that good salaries du unt contribute to a sound economy.
The real entprits in the financial

problems of higher education were the state legislaturs in the 60's who placed on institution of biologicanng in their districts regardless of the custs to the state and its long-term fitture. Since the occurrence of this phenomenon, we professors have been paying the price in lack of labgratory equipment twee and NIH loc up the slack), poor upkeep of buildings, needeet of older campuses, a Henunted salary raises in many of

the "glory years." Asking full professors to pay the price, purticularly those of us at the lower-paying institutions or who are getting below-average pay, is analogous to usking General Motors to go out of business to give Chrysler R. GRANT SEALS

Professor of Foot and Agricultural Science Floridir A&M University Tallahassee, Fla.

The large volume of letters to the editor of The Chronicle prompts this suggestion: Limit the length, where possible, to 500 words. In the competition for space, short given preference. Letters may be condensed.

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In Department of Psychology is seeking to oppose to secturar in Cognitive Psychology to suist with teaching at undergraduots endostgraduate heals. It is entificated that the successful applicant will be as active researcher who will become a member of the Applied Cognitive Suides Research Programme. This programme is concerned with the Psychology of Reading and Reading Dischilly and other basic research issues in Cognition and Reading Dischilly and other basic research issues in Cognition and Perchant of the International Committee of the Cognition and Psychology of Reading and Reading Dischilly and other basic research issues in Cognition and Perchant of the International Cognition and Psychology of Reading and Reading Dischilly and other basic research issues in Cognition and Psychology of Reading and Reading Cognition and Psychology of Reading and Reading Cognition (Reading Cognition). The Reading Cognition of Reading Cognition (Reading Cognition) and Reading Cognition (Reading Cognition).

Solory ranges (annual) Sanlor Lecturor (Level C) A\$49,688 A\$57,913; Lecturer (Level B) A\$39,463 - A\$48,688. A Limited Term appointment may be converted to a confinuing appointment, which is one until retirement. Further Information on conditions of which is one until retirement. Further Information on conditions of opportunent from Mr. Bost Wolter 6.1 42 219370. 47 cm 6.1 42 219370. Applications should quote the Reterence, contain details and quifications, employment listory, senearch interests, publications, and the nomes and addresses of three retainers and the towarded Life Recruitment Officer (Academic Ref). A secure 7.6% is undefined of 6.1 42 213700. Exchange Mail address J. Nachman Community of the Community of the

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University of Southern Queensiand Queenetand, Australia

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The University is seeking a Cheir of Appited Melhemalics within the School of Information Technology.

The School of Information Technology is one of seven Schools and currently hee dis earl. The School is responsible for melhematics and currently hee distance on the Schools is responsible for melhematics and computing end that one one of the Schools is responsible for melhematics and melhematics and the Schools of the Schools of the Schools of Informatics Computing end Cendure Studies. The School currently offers on Associated Options in Melhamatics and Melhamatics of the Schools of

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Regis College of Regis University is a Jesuit, liberal arts college located in Denver, Colorado, dedicated to academic excellence and service of others. The College seeks to examine freely and thoroughly the dominant values underlying society and to help our students master major areas of knowledge sir that they might become articulate and persoasive leaders in the search for a more just society. Our new and innovative core comprises about one half of the necessary course work for graduation and includes three credit hours in the Fine Arts Department.

Complete applications should include a letter of application, a current resume, and three letters of recommendation. Applications will be reviewed after May 15, 1992. Position will remain open until filled. Direct applications to: Richard Stephenson, c/o Dean of the College, Regis University, 3333 Regis Boulevard, Denver, Colorado, 80221.

Regis College encourages applications from qualified minority, women, and Jesuit candidates, FOE

## Northern Montana College

ELEMENTARY SOLICATION: Tonurs-track position. Teaching undergraduate and graduate courses in Elementary Education in the eros of content methods, general teaching methods, led experience, and educations foundations, advice undergraduate and graduate advicents; and educations foundations, advice undergraduate and graduate advicents; advicent descriptions of the education foundations and educations foundations which will be adviced an older and education and education fellows are represented and programs; develop curricular reflects to teaching ensurements educated field regulated as wall as public adviced topic departments of the education fellows and education tight described.

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RESPONSIBILITIES State on administration of a newly crosted Atrix. Theatre-happine program in highing supervisors or landgeting and curic during the first production, the program of the first production, there grantly no details there or conditionate of work of adjunct there foculty. Recruitment and advising students in the Atrix. It was program.

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CONTACT: Serial letter of application, résume and three 10 letters of neter

Lisa Wilson, Chair Music Hieathe Search Committee Hie University of Tulsa 1402 South College Acc. Inlisa, Oklahagua 74104

The University of Julia is craninified to diversifying its faculty and staff Alembers of inflectionseconded groups are encouraged to apply. The Universi-ty of Julia is an Espail Opportunity, Alfamative Acid in Employer.



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Syracuse University enticipates hiring an experienced leader for its program in Health and Physical Education. The faculty are beginning to transform this program by focusing more attention on the science of ascretize and sport. The chair will help guide the development of a milionally prominent program in this facility.

The chair is responsible for coordinating undergraduate and graduate degree programs, orbancing faculty leaching and research, furthering university and community service activities as well as some seching and advisement duties. Continuation of the candidate's research program is also expected.

This tenuro-track appointment will be made at the Associate or Profe Although the area of specialization is account. This sense-track appointment will be made at the Associator i Processor lever. Although the cure of pocialization to sope, previous row following the part to individuals with a clear record of research in the field of searchs science and neurose provisioning. Additional training or experience in sparse meticlos, popular clearation, bouncehaules, excrete bedomnistry, or health promotion net describes. Conditionate must have an enamed dedorgate, extensive superviorce in university teaching and discornal advisement, an ongoing research agenda, and destanded admits of formats whether of formats and devices.

Application screening will start on April 15, 1992 and continue until the position to Iffact. The appointment will begin between July 1, 1992 and January 1, 1993. Please sand applications, normalisates, and inquiries to 10. January Marchal, Associate Dean, Syracosa, Null versilay, Health & Physical Edincation, 220 Constock Armone, Syracosa, Now 1670, 13246-5906 or call [15] 518-52114. Candidines should include a letter of application, curriculum vits, and at least

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# HEARTLAND COMMUNITY COLLEGE **Founding Faculty Positions**

Heerliend Community College, the newest community college in the note, it seeking outsideding leachers who will become the college acting commitment to leach the new participation of the college of college of direction end establish the reputations to help shape the student successions are college of direction end establish the reputations to sec

The Faculty Positions, initial appointments will be in the following

Department Chair, Social/Bahavioral Sciences Department Ciner, sociewseaworrst extences
Business/Accounting (3)
Computer Science (1)
English/Communicellons (2)
History (1)
Humanilles (2)
Melhamelics (2)
Science (3)
Sociology (1)

All appointments are twelve-month, tenure track positions. Responsibilities include teaching courses at all levels of the curriculum, academic advisament, and curriculum development.

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Compensation: The selery renge is \$25,000-\$38,000 to Statish teaching positions and \$35,000-\$48,000 to feaperfraint chall, depending on applications and \$35,000-\$48,000 tor deperfraint chall, depending on applications and source-incar.

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D1. Jerry Weber, Vice Precident to Instruction

D2. Jerry Weber, Vice Precident to Instruction
Heartland Community College

1540 East College Avenue
Nomel, It 61761

Review of applications will begin immediately and continue until pos-tions are tilled.

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RESPONSIBILITIES, Teaching, advising and supervision of model's and doctoral level students, field supervision of practice and ment law-ments. Engages in research, and publication in professional journals Serves us a member of the College of Education care fiscally for PLD and Ed. D. students.

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APPLICATIONS, Interestal applicants, should cultural the following with ten marrolive describing how your experience, education, and interest qualify you for this postlam; resume; three letters of recommendation and statement of courseling orientation. Applications should be mailed to:

Wayne W. Haverson, Acting Dean Cullege of Education Oregon State University 215 Education Hall Curvullis, Oregon 97331-3502 Telephone: 15033 737-5960

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## CHRISTOPHER NEWPORT UNIVERSITY

## **FULL-TIME FACULTY POSITIONS FOR 1992-1993**

OHER 710

SCHOOL OF LETTERS AND NATURAL SCIENCE (Jouett L. Powell, Dean) Three or four positions. Priorities include an animal physiologist prepared to teach comparative physiology and human anatomy and physiology; a ventebrate zoologist or coologist; and an environmental scientist with specialization in one or more of the following arreas: chemical analysis, inderotiology, coologist analysis, and conviconmental policy. BIOLOGY .....

One position. Expertise in children's and adolescent literature with some experience in teacher education preferred.

ENGLISH ..... One position. Secondary competence in German is highly desirable.

FRENCH ..... Two or three positions. All areas of expertise will be considered. MATHEMATICS ...

One position. The appointee must have teaching and research credentials sufficient to contribute to the conduct of an MAT degree program in mathematics, as well as to the department's program of instruction in undergraduate mathematics. MATHEMATICS EDUCATION .....

One position. Global history of philosophy and comparative religions, with expertise in Japanese or lerger Pacific Rim cultures PHILOSOPHY ..... especially desirable.

SCHOOL OF SOCIAL SCIENCE AND PROFESSIONAL STUDIES (Virginia S. Purtle, Deag)

One position. Teaching duties include drawing and design, printmaking, ceramics, and sculpture. ART ..... EDUCATION .....

Four or fivo positions. Priorities are in early childhood education (with specialties in reading, exceptional learners, cultural diversity, and/or technology applications); middle school social science (with specialties in cultural diversity, measurement and curriculum ovaluation, and/or technology applications); language art in the content of the school or secondary level; and curriculum and distruction (with specialization in specialization in specialization in specialization in specialization in specialization in special positions assistantly with the development of endingers and or education and the school of the school

One position. Preferred specialties are urban and regional geography, physical geography, and economic geography. Expertise with geographic information systems (GIS) preferred. The successful candidate should be prepared to contribute to the research programs of the (cadowed) Joseph Center for the Study of Local and Regional Government. GEOGRAPHY .....

One or two positions. Priorities are in comparative politics (specialties in Latin American, Eastern European, African, sud/or world) and in international relations (specialties in American foreign policy, international law, international organization, and POLITICAL. SCIENCE modern political systems.

One position. Duties include teaching physical education activity courses, hiomechanics, adapted physical education, tests and measurement, and supervising student interns. PHYSICAL. EDUCATION .....

One or two positions. Priorities are in the areas of life-span developmental psychology and social psychology, but other specialties will be considered. PSYCHOLOGY ....

One position. Duties include teaching outdoor education/recreation, general recreation, and general education activity courses, as well as supervising student interes. RECREATION .... Teaching duties may include teaching macro generalist practice, social welfare policy, human hehavlor and the social environment, and gerontology, as well as some field instruction. Teaching experience in a CSWE-accredited program and evidence of strong scholarly achievement and/or the promise of such achievement are highly desirable.

SOCIAL WORK ...

One or two positions. Duties includotesching a variety of courses, including upper-level courses in theory and research methods, public speaking, and interpersonal communication. SPEECH ....

SCHOOL OF BUSINESS AND ECONOMICS (Wesley L. Pendergrass, Dean)

One or two positions. Area of expertise open, but priority needs are in the areas of cost and managerial accounting. One position. Priority will be given to applicants with teaching and research interests in the areas of international finance and/or ACCOUNTING ....

ECONOMICS & FINANCE .....

Two or three positions. Teaching responsibilities will be in one or more of the following areas: quantitative methods, organizational behavior, human resource management, marketing, and real estate. MANAGEMENT & MARKETING .....

These appointments may be either tenure-track or restricted, depending upon the needs of the College. Such positions normally require the Ph.D. or other appropriate terminal degree for tenure-track (probationary) appointment above the academic rank of instructor. All positions are subject to final approval of the institution's 1992-1993 operating hudget.

of the Virginia General Assembly, the College will become Christopher Nowport University on July 1, 1992. The institution offers eight haccalaureate degree of the Virginia General Assembly, the College will become Christopher Nowport University on July 1, 1992. The institution offers eight haccalaureate degree programs, which subsume nearly 50 different majors and concentrations; and it offers programs at the master's level in teacher education and in applied programs, which subsume nearly 50 different majors and concentrations; and time to the content of the College correlations of the College correlations and concentrations; and the College correlations of the College correlations and competitive and are accompanied by an excellent package of employer-paid frings benefits, the total value of the College correlations of the College correlations are competitive and are accompanied by an excellent package of employer-paid frings benefits, the total value of the College correlations and the College correlations and the College content of the College correlations are competitive and are accompanied by an excellent package of employer-paid frings benefits, the total value of the College correlations and the College correlations are competitive and are competitive and are competitive and are content of library and the College correlations are competitive and the College correlations are competitive and are competitive and the College correlations are competitive and the College correlations are competitive and the College correlation of th

In keeping with its mission, Christopher Nowport University seeks applications from candidates who are OUTSTANDING TEACHERS, who are CTIVE, VITAL, AND PUBLISHING SCHOLARS in their disciplices, and who are STRONG POTENTIAL CONTRIBUTORS to the enhancement of the Interest of the University and the region it serves. The institution has an especially strong commitment to the interest of the Interest of the University and the region it serves. The institution has an especially strong commitment to the interest of the University and the region it is encouraged. The institution has an especially strong commitment to the interest of the University and the region it is encouraged. The institution is a contract of the University and the region is often chanced if it encourages an interest of the University serves an area, the demographies of which reflect a significant minority population, the university is particularly interested in receiving applications from minority candidates.

University, Newport News, VA 2366-5998. Application and current vits to the appropriate tearch committee following receipt of these university, Newport News, VA 2366-5998. Applicants will receive further details from the appropriate tearch committee following receipt of these control of the control of the

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The screening of applicants and commetons will begin after April 9, 1992. The starting date of the appointment in expected to be July 1, 1992, or soon begin

Applications, which should include a corrent curriculum vite and a trate of interest in the position, should be east to Mero vender/seyden, Vice Problem; Academia Affaira, Mariet College, MPD 906, Peophisepsia, NY 1284; Meta College is an Equal Geoschus/Marimative Acade Envelover.

Anderson School of Management

**FACULTY POSITION IN ACCOUNTING** 

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University of New Mexico

**MARIST** 

CDLLEGE

## Chesapeake College Wve Mills, MD 21679

### Science Faculty

Chesapeake College is seeking a full-time, rune month, faculty member in Sci-ence, l'aculty member must be sell-motivated and pussess aluity to work effec-

Raquited: Moster's degree in M.Augi, blochamising, claimising or closely related field or in Science education with appropriate contemborlenced course work; previous teaching upperience, ability to teach in biological science, physical science and chemistry. Destreed: Dictorate to blokegy, chemistry or closely related field, previous teaching experience at the protocondary level.

Salary: \$25,186 to \$50,755 with a starting salary not to exceed \$15,123, subject to final budget approved, and dependent upon qualifications and expenence laboral times benefits.

## Computer Information Systems

Chesapeake College is welding a full time, nine month, locally member in Computer Information System. Finally member must be sell modivated and process inlight to work effortwals with shake in.

Required: Moster's degree or equivalent in computer information systems or computer science, prestons teaching experience, ribility to teach courses in computer information systems and computer science.

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Submil letter of inferest and issums, failing position applying for, to:

Mrs. Shirley C. Patchett

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F. O. Box 8

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considerates, nisumes should be postmarked by April 16, 1992. oxiston will minute open until filled. Candidation who are consider a interview must furnish a copy of all transcripts at time of

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For more information, contact MiraCosia College, Director of Personnel One Barnard Drive, Oceanside, CA 92056 (619) 757-2121, job line extension 8071 An application and position description will be sent to you

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Biology/Chemistry: Charleston Southern University (nyles: applications for m. ha-sisten)/Associate Professor in Biology/ Chemistry, Position available Austrel 1, 1992. Candidates outs heve a Ph.O. in Bi-ology or Chemistry with teaching exper-ance to both fields. Teaching responsibili-ence in both fields. Teaching responsibili-

## ENGLISH COMPOSITION INSTRUCTOR (2 positions)

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Ansauncement No. 750

Alabama AAM University involes epidicetions for the position of Assistent Professor of Music Education and Assistent Band Director. Reperting to the Chairpream of Music Education, the incembant is responsible for leaching Music Education (Methods and Curriculum), Applied (essons, and assisting the Band Director).

QUALIFICATIONS: Doctorale in Masic Education preferred but will consider MFA. Applicants must be able to demonstrate soccessful teaching experience on college/univenity and secondary levels.

SALARY: Negotiable (commensurate with Intining, experience, and Univer-sity pay schedule). This is a full-time feature track position, experted starting date August 14, 1992.

Des ROUBEMATS Commit ledent lew requires identification and em-pharement rigidities vestication prior to consistentiem. Only U.S. citizens and em-pharement rigidities vestication prior to consistentiem. Only U.S. citizens and candidates shaded solution on re-been April 30, a letter of applications. examples, current résenté, and the nearce, addresses, and telephore running examples, current résenté, and the nearce, addresses, and telephore running examples, current résenté, and the nearce, addresses, and telephore running accompaniem on the position of the consistent of the propriet of the position of the consistency. Address Agricultural and Mechanical University, F. O. Box 305, Norman, Addressa 35762.

Alabama A&M University is an Equal Opportunity Employer.

## DEPARTMENT HEAD

HEALTH AND PHYSICAL EDUCATION Northwestern State University of Louisiana

\*OSITION: Applications are invited for the position of Department Head of Health

QUALIFICATIONS: A doctorate is preferred with experience in higher education. Applicanin should have strong organizational, communication, interpersonal, and compare affect applicant reset dynametries evidence that he/she in test oriented and it capable of working independently.

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REPONDINITIATINE Amangement of the audemic, personnel, end function record
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APPLICATION Send letter of application, résumé, inanscripts, and three letters of recommendation by April 30, 1992 to: Or. Robert Alast, Fresident, Northwestern Statu University, Natchitecture, LA 71497. SALARY; Corapetitive.

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# NVER HILLS COMMUNITY COLLEGE

TLETIN BOARD: Positions available

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Nation C. Wildman, Director of Persutant Invertifile Community College 8445 College Teal Lover Grove Hulghts, MN 55078 AA/EOE

## **FACULTY VACANCIES**

Nam bd College, a private two-year liberal arts College established in the Cahak raddon, is inviting applications for the following vacam and antici-tios body openings for 1992-93

NATIONAL SCIENCES: Intl-time; teach courses in general and brunductory store and second distortions.

groups.

SOCAL WORK: anticipated full-time; teach social work courses; infroduc-ter, interentions, research method/statistics; assist with CSWE accre-

NUMBERONISMOS SERVICE analogued full-dive opening, teach survey once is European islany. American instancy, towarden for entire the survey once is European islany, American instancy, towarden of entire the survey instancy is greatly and a survey of the survey in the survey of the survey in the survey of the s

weez poymon of students.

All All RENERTS Competitive and depends upon experience, qualificating, and analyziman history.

APILO/INDS. Applications will be accepted until the positions or filled Mohita accer of application, praescript, resume, real three letters of recommodition for Mr. H. Raymond plannian, Down Art Arabenic, Atlain, Marce Del Cleg. 26 & 2, to 46, Coglectmany, New York 1346-7.

## Professor of Graphic Design 9 Month Salary: \$33,200

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## CLINICAL INSTRUCTOR

Full-time laculty position as Clinical Instructor in a major medical center with the DEPARTMENT OF GENERAL DENTISTRY. GENERAL DENTISTRY.
This program is located in
Knoxvills, Tennessee and
is administratively an sxtension of the University
of Tennesses College of
Dentisty in Memphis. The
program has full accreditation with lour residents

receiving one year gradu-ate training.

Responsibilities will In-clude education, research and service for all areas of advanced dentiety with

Tennessee license and completion of an accredited GPR or 5 years experience in practice and c cal teaching required.

UT le an Allimative 5D4/ADA Employar Individuels interested should send their Curricu

> E. Wayne Davis, D.D.S., M.S. Director, Depatiment

Medical Cardini of Italian 1924 Alcoa Highwey U-60 Knoxylle, TN 37920 (615) 544-9440

## WURZWEILER SCHOOL OF SOCIAL Work YESHIVA UNIVERSITY

## **Faculty Positions Available**

WURZWEILER SCHOOL OF SOCIAL WORK invites applications for several tenure-track positions beginning academic year 1992-93. Applicants must have teaching and research expense in one or more of the following areas:

- · Direct practice with individuals, families, groups, and communities
- · Social policy
- · Ethnicity

A master's degree in social work and a doctorate in social work, social welfare, or a related field is required. An established record of scholarship, practice experience, and reaching experience is desirable.

Applications should be forwarded to: Dr. Shniden R. Galman, Dnon Wurzwaliny School of Scolel Work

Deadline for filing applications is April 15, 1992. Women and university persons are urged to apply.

FOUNDED in 1957. Warruseller School of Social Work is committed to the tuning of actal service professionals. The School offers the Master of Social Work degrees which is accordicted by the Council on Social Work Education. Additionally, the school offers the Doctor of Social Wolfere degrees said \*Cestal Communal Service\*, Fleebile programs are evalethed for working audients, including human service imployers, terent college grahature, and hotten planning second casess. Working University, America's and largest university under levish autopiess, in this 10-150 years of Social Wolfers of the Social Service Council, and proposed the Social Service Service Social Service Se

## Nursing Faculty

ADVANCED MEDICAL/SURGICAL/PEDIATING INSTRUCTOR M.S. in straing, 2 years our sing especiance + 1 year teaching, crourse in teaching, 1:A II. N. 1991-92 Salary Henge: \$31, 186-\$45,010. Tenure trock position in planting August. 1992.

ADVANCED MEDICAL/SURGICAL INSTRUCTOR M.S. in norsing, 2 years' nursing experience 4.1 year teaching or course is tencions, 4.7 ft.N. Willingness to teach in post or paye. Grant funded thought 9.5.

Contact Permannel, Oblane College, Framont, CA (510) 659-4088. Filling deadline: 4/30/92, 1:00 µ.m. AA/EUE.

## CENTRAL OREGON COMMUNITY COLLEGE Faculty Librarian

Requires in Mester's agent to thomy or information science from the ALA-community of the Community of the Community of the Community of the Communication of the Community of the Community of the Community of the and on the searching \$27 key \$2 (box)(1/61, and 15, 1992; for inguished production, organized in harmon flowers, and the Community of the COMMUNITY COLLEGE, 2000 N.H. College Way, Send CR 97701, 15031 305 doi:10.2504/j.

## **FACULTY POSITION** Assistant to the College Professor NORTHEAST MISSOURI STATE UNIVERSITY

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dosind; commitment to intendicipinary studies.
Remunezations \$23,000-\$26,500 depending on degree and expertence, apartment and lipartic other employee benefits. Academic year contract beginning August, 1992. NAME OF THE PROPRIES. ASSESSMENT OF THE PROPRIES OF THE PROPRI

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ARTS AND SCIENCES Hingely Campus!
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COMPUTER TECHNICIAN/INSTRUCTOR (Coning Campus) l'uli-line, nine en riceven-trouit postensi legins cui Angua 20, 1992, l'uli-line, nine en riceven-trouit postensi legins cui Angua 20, 1992, l'unite la pretence a supervissant di computer les knowledge di PC traume-mater end regin, fraitafuty with computer entrouche, destrict and slailly to the computer controller, solution from the controller poster poster poster controller poster controller poster controller poster poster poster controller poster poster

Salarie for the slaver positions are commensurate, with expension and education, taberal frage bouchts apply, Application must be passurated by Apall Vall. To apply, udient a fatire of application, crosser frame, usofficed to appear of museum, and the issues, addresse, and place on another of these professional derivates to Mr. Linton Wills, Huang Moserre Assistant, which is the professional derivates to Mr. Linton Wills, Huang (1965). Regardly, Colorado #1646. For more detailed information (all 1967) 573-210.

CNCC is an Equal Opportunity Employer

## **GEORGETOWN**

CULLEGE

## MATHEMATICS

Christian, church-related, liberal arts college seeks experienced person with Ph.D. In mellemelics and strong commitment to quality teaching. Tenure-Ires to assume airo and strong commitment to quality teaching.

Tenure-Ires to position as it assists or Associate lavel evaluable Tell. 1982. Salesy pornamentumos with degree, experience and college salesy schedule. Man to control, 12 semester history per samester; summer teaching exists.

Sumi lotter addressing desired quelifications, résumé with reincences, and transcript[s] by May 15, 1892.

Dr. Joe O. Lewis
Vice President for Academic Alletre
and Doen of the Callege
Goargolown College
40it Rest College Street
Goorgelown, 87, 40324

Chemical Evaluary Post-doctoral. Dutler: Prepara sed extract plant inspoks, operate capillary ass, and HPLC roverre phese chromstourness; multivariate strainter, prepare results for problecation. Requirements: Pb D in Chemical Evaluary with responsis in staintiers, and tilPLC chromotogy.

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Chemistry Colle, Ulturolay Examine Company, Unif.: Instructor/Autonal Professor and College Colle

## **FAYETTEVILLE STATE UNIVERSITY** School of Business and Economics FACULTY POSITIONS

Jay-Intellic Stote University is a constituent initiation of the 16 campus University of North Carolina System Tay-Intellic Located in Southeastern North Landana. No. 84th Population of our 25/0000. That shale supported coefficiational institution has an encollment of nearly 4.000 students and offers Associated Associ

SCHOOL OF BUSINESS AND ECONOMICS

This is an upper level division of the University oldering undergraduate degrees in Accounting, Business Administration, Business Education, Economics and the MBA it has an enrollment of approximately 700 and is housed in a new 50 st million building with excellent computing lacilities. The School is committed to seek AKSB excreditation.

Applications are invited for the following positions to begin Fall 1992.

\*\*Business Law/Accounting: Legal environment of business & Committee Com

Guainees Lawris counting in and Corporate Finance Innancial Metical and Corporate Finance Economics and Fublic Finance Economics and Fublic Finance Management: OB, IRM, Strategy Guainees Education: Management communication

Qualification. The successful candidates must have:

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NS in Accounting sequent (CTN highly feeled for live LeavActing position)

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Respir. AssistantiveAcute Poductor or Tenure Track

Selegir: Highly competitive

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sons, and pancipation in university and community service.

The Apply's Sort Vita, application latter, assess, addresses and phone numbers of three seferences, by April 20, 1995; to: Dr. Assed Travstofl, Acting Dean, School of Businus and Economics, Foyeneville State University, 1200 Murchison Road, Paycheville, NC 283(11-4296; Phone: (919) 486-1267



## Santa Cruz County, California ANNOUNCES FACULTY POSITIONS

We are searching for faculty to join our dedicated community of faculty and trail. We are seeking energeta, flexible, innovative individuals who wish to join and grow with one of the most highly-respected community colleges in California.

Commandate, a sweeping new of Monteroy Bay, Cabrille Cullings every a diverse dimete which mekhed the rich agricultural Pitzew Valley and the vibrast miteraty community of Stars Clust. The College a practically inserted in minerary applicants withing to help serve our microstungly diverse college population.

If you nee interested in joining a special community of faculty and staff, please contact the Cabrillo College Personnel Dept., 1:500 Suquel Dr., Apton, CA 95003; (408) 479-6217 for further information and required applica-

TENURE TRACK FACULTY POSITIONS AVAILABLE:

Accounting Instructor
 Computer Science Instructor
 Extended Opportunity Program and Services Director

EMPLOYMENT CONTINGENT ON FUNDING AND GOVERNING BOARD APPROVAL AN EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER

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CHAIR, DEPARTMENT OF POLITICAL SCIENCE RESPONSIBILITIES: Provide leadership for a fourteenmember department offering the B.A. and M.A. Department currently has 264 undergraduate majors and 34 graduate atudents. Administrative duties include leadership in development of Ph.D. programand in personnel decisions development of File programment in personner decisions, budget management, and curriculum planning.

QUALIFICATIONS: Ph.D. in political science (field of

apecialization open) is required. Sufficient teaching experience and publication record to warrant appointment to associate or full professor rank with tenure. Prior

to associate of the professor fails with tenure. Prof administrative experience preferred. SALARY: Highly competitive; commensurate with experience and quelifications. Twelve-month eppointment to begin July 1. 1992, or at a mutually agreeable time

THE SETTING: UNLY is one of the fastest growing universities in the nation with a current enrollment of more then 19,500 atudents. UNLV was recently cited by U.S. NEWS & WORLD REPORT (1990-91) as one of the "up-and-coming" colleges end universities in the U.S. Located in coamopolitan Las Vegas, the university has the strong support of the community's rapidly growing population

APPLICATION: Applications and nominations should be sent to the address below. To apply, send letter, vits and names, addresses and phone numbers of five references. Screening will begin May 1, but search will continue until e suitable candidate is identified. Send materials to: Chay Bowles, Associate Dean, Graduate College, Political Science Chair Search Committee, University of Nevada, Las Vegas 4505 Maryland Parkway, Las Vegas, Nevada 89154-1017. UNLV employs only U.S. citizens and aliena authorized to

UNLV is an AA/EEO employer. A YOUNG, PROUD, AND GROWING UNIVERSITY

## DEPARTMENT OF FINANCE AND INSURANCE ELI BROAD COLLEGE OF BUSINESS

Michigan State University Fall, 1992

The Payamment of Humer and Insurance ad Michigan State thiswisely seekington and the Control of the Control of

Applicants must be able to teach at the doctoral level in the sea of speculative markets, plus have a strong laterest in two other area of finance, and the willing to participate in the service activities of the Colleg-Salaries and related benefits are competitive.

Applicants should submit all relevant data no later than April 15, 1992 to 10 MOBBIL BH FORWARD CAME IN BASE ASSESSED OF RICHARD AS STROME, Challers and Insurance Ell Ornad College of Rusiness Michigan State University East Lenning, MI 48824-1903
Feb. 15/17 336-1909
Tel (5/7) 353-1745

MSU IS AN AFFIRMATIVE ACTION. EQUAL OPPORTUNITY INSTITUTION \*

mented in since their bort, 1822, April 18

## WEST LIBERTY STATE COLLEGE West Liberty, West Virginia

SCHOOL OF BUSINESS ADMINISTRATION and theirly State College, a hully accredited multipurpose four-row mention serving approximately 2, 300 students in the northern qualca-of a first Virginia seeks applications for the following position to glo degat 17, 1

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WEST LIBERTY STATE COLLEGE IS AN



The Community Callege of Acadiana

## Head, Division of Business & Technology

Responsible for administering Husiness & Technology Christon at a 2-year community college campus of the LSD System Strong leader-impospected in developing new programs. Includes hunted practing

Quifficulius: Dartorate preli med; applicants with suster's degrees

Silary: Commensurate with experience and credentials.

Politin Starting Unite: August 18, 1912 ton as otherwise agreed). Applications accepted until Atay I or until suitable candidate found.

Application: Send application letter, vita; names, tales, adiliceses, flow monbers of 3 references to Dr. Donald Royce, Via e Chancellow for Academic Affairs, Louissana State University at Emilie, P.O. Box 129 Senior, J. Applications of the Control of the Contr 129, Eunice, LA 70535.

150E is an equal opportunity/affirmative action university. Women and minorities are encouraged in apply.

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MOREHEAD STATE UNIVERSITY
CHAIR, DEPT. OF
NURSING AND ALLIED
HEALTH SCIENCES ians and naminati

Applications and nominesions for invited for a huma took position as Chair of the Department of Nursing and Alliad Health Sciences beginning July 1, 1992. Responsibilities at the Company of the Company graduate students and works effectively with personnel in other departments and colleger of the University; maneges bud-get; schedules classes; recruit faculty; and evaluates faculty and staff. Qualifications Terminal degree in one of the department's disciplines at other allied health area. Five ganer allied health area. Five years teaching experience Strang evidence of university administrative, managerial and teaching ability. Submit letter application, resume and refer application, resume and references no later than May 1 1992, to: Office of Persanne Services, Altn. Chair. Nu HM101, Morshead, KY 40351.
MSU is an AA/EOE employer.

**Division Chairperson HEALTH CAREERS** 

MIDDLESEX COMMUNITY COLLEGE is a public college with campuses in Bed-lord, Builington and Lowell serving the not it west eaburban region outside Bos-ton. The College serves the largest population area of the state with nearly one-quater of the state's population within a filteen mile radius. The successful candidate will assume administrative and academic responsibility for the College's health pragrame including Denici Assisting, Denici Assisting, Denici Assisting, Denici Assisting, Medical Laboratory Technology, Diagnostic Medical Songrophy, Medical Assisting, Medical Laboratory Technology, Nursing, Radiologic Technology, Occupational Theory Assistant and related grant-funded programs. Qualifications must include a Master's Degree in health related field and 6.8 years College level teaching and/or administrative experience in health corsers, prefetchly at community college, holliry to inserval successfully with a second community college, holliry to inserval successfully with a second could be second to the control of the control Salary range \$46,000-\$51,000 (ar a 12 manth year. Send letter, réeumé and supporting materiols demonstrating experience in listed areas ta:

> Dr Carl Schilling Dean of the Cailege

MIDDLESEX COMMUNITY COLLEGE

Springe Raod Bedford, MA 01730

Application deadline: 4/15/92

AFFIRMATIVE ACTION, EQUAL OPPORTUNITY EMPLOYER

# **GEORGETOWN**

**EDUCATION** 

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Semi leuer addisesting destruct qualifications, résumé with references, and manacripate by April 15, 1902, to:

Or, joe O. Lewb Vice President for Academic Affairs and Devn of the College Georgetown College 400 East College Stent Georgetown, KY 40324

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assachusetts Department of Landscape Architecture and Regional Planning, Faculty Position Announcement **Assistant Professor** 

ADDIDUCABLE 1 LIVEUSUAL
TO Department of Landenope Activations and Regional Pienning to offering a full-time, terrus innot position at the Assistant Professor Lovet commencing Objecthes, 1962. This is a research treated power little with a primary locus on a resistant professor little with a primary locus on a resistant professor little with a primary locus on a resistant professor locus of the professor locus

qualifications and experience.

Send a letter of Interest, including viles and a list of four references to: Melr Grose, Chelt, Search Committee, Department of Landscape Architecture and Regional Splanning. University of Massachusetta, 109 Hills North, Amhami, MA 91003, Applications must be postemarked no late then Apil 130, 19182. The University of Massachusetta is an Allirmetive Action?

Roy H. Park School of Communications

specially.

By D. in communications are related field and successful reaching experience are regardered; AIID's abore considered. Commitment for liberal arts education within a professional program also required. Rank open, depending poor, experience and qualifications.

reprinting norm experience and qualifications.

Said sits and letter of applications, abong with normes, molecules and incidence numbers of three references to Dr. John Houbberton, Dr. Santh Committee, Telewison Radio Department, Roy II. Park Spaid of Communications. Black College, Blaces, New York 1488tg, 809, 274-384.

Secondary of applications begins immediately. However, applications all he accepted until the position is filled.

thata College is an independent, residential, comprehensive college sist an independent of upproximately 6,400 students. It is leated in the Finger Lakes Region of central New York.

Ithera College is an Equal Opportunity, Afthrontive Action Employee

UNIVERSITY OF ARKANSAS

AT MONTICELLO

DEPARTMENT OF

FOREST RESOURCES

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Send leiter of application, résumé, with names, miliesses mul iele-phos nambers of times references to: Or. Edwin R. Linson, Admi-lient, Department of Fotest Resources, P. O. Box 5414, Phindicello, Massas 71655; (501) 480-61146. Review of applications will berju-liely. I. 1992 and continue until persilients are filled.

University of Arkansas at Municellu is an Affirmation Action. Equal Opportunity Employer. Minorities and women are encounged to apply

HISTORY OR OTHER

SOCIAL SCIENCE INSTRUCTOR

To teach and assist in the administration of the humanities/ weara and assist in the administration of the humanities rock stence department of a growing technical college. PuD, and five years of college teaching experience required. Aministrative apprehence preferred. Am Equal Opportunity, Allmative Action Employer. Sand resume to Chairperson Humanities/Scal Sciences New England Institute of Tech, 200 Post Road, Warwick, Rhode Island 02886.

## **COLLEGE OF HUMAN PERFORMANCE** AND DEVELOPMENT

Cheir, Department of Sport and Leisure Studies

Associate Professor or Professor
RESPONSIBILITIES: To sorve as Chair of a recently create Department of Sport and Loisure Studies which is housed in the College of Human Performance and Development. The Department will contain five full-time faculty, and several part time faculty, offer a Bachetor's degree in Recreation and Leisura Studios, and offeren interdisciplinary Masters degree in Sport and Leisure Sarvice Managament. The chair is a ninemonth appointment with aummer teaching possibilities as well as an additional administrative stipend. Preference will be given to candidates with professional credentials and accomplishments sufficient to merit appointment with tenure. QUALIFICATIONS: An earned doctorate with expertise in an area found within the department. Experience in scado mic administration. Evidence of affective [eadership skills. A record of research, scholarship and publication.

Damonstrated commitment to affirmative action. Professional interests in sportend leleuts service merketing, sport lew, or sport management, is highly desirable. SALARY: Commensurate with comparable peer institutions. Contact Professor Lawrence Golding.

Asst. Professor of Athletis Training/Sparts Medicine Dept. of Health Education & Sports Injury Menagement RESPONSIBILITIES: Teach in the Athletic Training B.S Dagues Program. Advise undergraduate students (A.T. & pre-profasalonal). Coordinata clinical expariences in pre-professionary. Coordinate clinical expensioners at stabletic training. Work in cedever snetomy laboratory. Participation on Department, College, and University committees. Conduct research in newly constructed Sports Injury Research Cantar. Some advisament/wor with graduets student study and research.

QUALIFICATIONS: Esmed doctorate in Health/Physics Education or closely related field with a secondary emphasis in a Health or Exercise Science (Biomechar Exercise Physiology, Epidemiology, etc.). Documentation of professional involvement and service. Documentation of superior teaching effectiveness. Athletic training experience, NATA Certification. Demonstrated shility to generate external funding. Ability to work in an interdisciplinary College of Human Performance and

SALARY: Entry level, tenure track, approximately \$33,000 for nine months. Contact Professor Brent Mengus.

Assistant Professor/Department of Kinesiology

Callege of Human Performance and Development RESPONSIBILITIES: Teaching undergraduate and greduate courass in biomechanical kinesiclogy. Developing course pertaining to biomechanical basis of motor control. Participation on Departmental, College, and University Committees. Advising undergraduete and

graduate students. QUALIFICATIONS: Earnad doctorate with specialization In biomechanical kinesiology. Ability to integrate the neural physiological and biomechanical espects of human movement. Evidence of resseroh, soholarship, and publication, Established research focus. Grant writing expertise sought. Documentation of professional involvement and service. Documentation of superior teaching effectiveness. Knowledge of, and experience in teaching effectiveness. Knowledge Gr, 3 nd experience in current instrumentation and laboratory technology. SALARY: Entry level, tenure track, approximately \$33,000

for nine months. Contact Professor Gerald Landwer. THE SETTING: UNLY is one of the festest growing universities in the nation with a ourrent enrollment of more than 19,500 students. UNLV was recently cited by U.S. NEWS & WORLD REPORT (1990-91) as one of the 'up-and-coming" colleges end universities in the U.S. Located in cosmopolitan Las Vegas, the university has the strong support of the community's rapidly growing population of 850,000 residents.

APPLICATION: Soreening will commence on April 27, 1992. Send letter of application, vits, copies of transcripts end three original letters of reference to the appropriate contact person at the following address: University of Nevads, Las Vegas; College of Human Performance and Davelopment; 4505 Maryland Parkway; Las Veges, Nevada 89154-3007. The University of Nevada, Las Vegas is an equal opportunity/affirmative action employer and employs only U.S. oltizens and allans authorized to work

In the U.S.

UNLV is an AA/EEO employer.

A YOUNG, PROUD, AND GROWING UNIVERSITY

## THE UNIVERSITY OF OREGON LIBRARY

Las Wed, vom et Treulison Jahrzian. Rank. Antisam Professor. Onne und responsibility. Brayelvert, Riporti so Antisana Bas Librarian for Doble (L. P. Baragayas) as the scenage also better delicere common with salter professoral kirapanas Responsible for misorbory hos services using site of the common state of the common fortunation for the fortunation for fortunation for the fortunation for fortunation for the fortunation f

Qualiti amons Required, MLS from ALA-accredited library school, demon-strated supervisory skills, communicate to public service, excellent oral and weatern communication skills. Previous legal reference or library experience

Salary \$22,000 reminum for twelve record appointment. Fringe benefits include choice of intellical plans filling Cross/Blue Shield or HMO optionet, folly paid state or TLAA/CREF retirement plans, 22 vacation days, and low stall nurron rates.

Application deadline Applications received by May 29, 1992 will receive provinty consideration. To apply, tend cover letter, returne, names, address; and telephone numbers of lour references too. Ms. Lame Sanabugh, Personanel Labrarian, Knight Library, Unwereity of Oregon, Eugene, OR 9/490-1299, (1974) 546-1899, (1984) 116-1984 (IAXL).

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The University of Origin is an Equal Opportunity, Affirmative Action mentures committed to cultural diversity. In complaine with the limitgra-tura Reform and Commod Act of 1989, all prevain three darks Overmber 6, 1986 will be required to show proof of their identity and right to work to the United States.

## **CENTRAL CONNECTICUT STATE**

PSYCHOLOGY—Instructor/Assistant Professor—Fall 1992—Pending Funding of Position. Tenue Track: Experimentals: To teach and the professor—Instructory plus aspection in Landaus governmental instruction of the professor aspectial patient in Landaus governmental professor in size expected. ABD in Psychology, with completion of Ph.D. by May 1973 required Ph.D. in Psychology preferred. Credentials and experience situatantially compa-

table to the above will also be considered.

PSYCHOLOGY—instructual/satisfier Professor—Fall 1992—Pending Bridding of Position, Iemporary one year appointment with regular to the professor of t

Send letter of application and résume with names, addresses and telephone numbers of three references to Di. Douglas Engwall. Chalipreson, Psychology Department, CENTRAL CONNECTICUT STATE UNIVERSITY. New Bitlain, CT 06050-4010. Review of candi-dates with Degla on April 12, 1107-06050-4010. Review of candi-dates with Degla on April 12, 1107-06050-4010.

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# Assistant/Associate Professor Social/Psychological Aspects of Dress

9 Month Tenure Track Position

September 1, 1992

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Sand Di and three references by April 13, 1992 to: Its Patricia Wevers. Seeric Committee Chair, Cepariment of Commune Stadies, Stianer Hell, University of Massachusetts/Amberst, Amberst, MA 01903. An Allismainer Action Cau

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## PROGRAM OFFICER

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The School of New Learning (SNL), DePaul University's cotlege for adults, is seeking applicants for two positions beginning September 1992. SNL offers BA and MA degrees and continuing soluciation in the littlend arts for working adults. Curriculum is based on defined outcomes of learning (competencies): instruction is delivered through various modes. Faculty are drown front diviser disciplinary and interdisciplinary fields. Tues deal SNLs over courses that focus on generic learning skills, including culturational testing stills. planning, research and inquiry skills, and lifelong learning, as well as their own

### Qualifications:

 Understanding of and commitment to adult and experiential learning Experise in al least one of the following areas:

Physical world - natural sciences, science education, mothematics, computer science, technology, geography, geology, medicine, or health care

World of work - organizational development, human resources and training. not-for-profit management, financial analysis, or economics

Multicultural studies - ethnic studies, (emphasis on experience with and understanding of the African-American ut Hispanic experience in the United

Experience seaching adults and knowledge of adult development and learning theory, and appreciation for the demands of teaching adult tearners

Active scholarly engagement in one or more of the above subjects and/or adult development and learning

Willingness and flexibility to teach evenings and weekends

 Commitment to participate in the academic and Intellectual life and governance of the School and the University

Doctorate or appropriate terminal degree in a relevant subject area

Competitive salary and benefits — potential for Assistant Professor appuintments from these entry-level positions. Application review will begin April 30, 1992 and continue

Send inquiries to the Dean, School for New Learning, DePaul University, 243 S. ash Ave., Chicego, Ilttnois 60604.

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## DEPARTMENT HEAD LANGUAGE AND COMMUNICATION

Northwestern State University of Louisiana

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## California State University Long Beach

## FHP FOUNDATION ENDOWED CHAIR FOR THE IMPROVEMENT OF **HEALTH CARE DELIVERY SYSTEMS**

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topaned. Length at this position is for a period of three search. The incumberat may be reasipainted for additional years by the Decan of the College of Health and Human Service. Salary upen. Applicants interested in a creative and challenging educational experience should softwin a letter of application, resume, and three references by the declaring date of May 1, 1932 in 1981.

Search Committee for FISP Foundation Endowed Char (AD Dr. Donald P. Lauda, Dean College of Health and Human Services Callionnia State University, Long Beach Long Oeach, CA 70840

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## **Assistant Professor** Early Childhood Education

## UNIVERSITY OF SOUTHERN INDIANA

Teams trank position as Assistant Professor of Education beginning August 1992. Duriet Include leaching undergraduate and graduats courses in early childhood refux ation, supervising sur-deals in early leid experiences and studers leaching, advising, oil-campus and evening teaching, and servine and scholarly addition.

institutes should have teaching reportence in the preschool and primary guides, a strong con-tinuous to sidd-based mechanist of instruction, a desire for active research and publication, and a computer literate. Expedience with intendesciplinary approaches to institution helpful. Socious prefured, with major or speculication in certain to finding.

Subme Inter of application, curriculum vetae, and three lawars of recommendation by April 23, 1992, to: Dr. Aldo Candarelli, Search Committee Chair, Department of Teacher Education, University of Southern Indiana, 8460 University Roolevard, Evansville, IN 47712.

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## COLLEGE OF EDUCATION

## Louisiana State University in Shreveport

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## MORGAN STATE UNIVERSITY

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of Management Information Systems. The applicants must have e completed
PhD. deyace, a strong ucessor and feeting record The salary range is AACSB
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Apply with a résumé aud names and aridies:es of three references by April 30, 1992 to

Or. Otis A. Thomes, Oeen School of Business and Menagement Morgen State University Baltimore, Maryland 21239

## **Briar Cliff College**

**Assistant Professor Biology** 

Biduop Departmen secks Assistant Professor for Balana A Ecology, Tenus-rack leapning September 1, 1992. Ph.D. regured with undergashate teaching experience professor. In proceedings a second in a teach-ter than the second of the second of the second of the second of the teaching experience processor in the second of the second of the The College is committed to confidence in undergastates libred attra chara-na. It entrol as growth of the second of the The College has received andoral economics of the Laurent of the College has received andoral economics of the Laurent of the The College has received andoral economics of the Laurent of the the College has received and the second of the second of the the College has received and the second of the College and the tenus of the second of the second of the second of the second of the tenus of the second of the second of the second of the second of the posterior of the second of the second of the second of the second of the posterior of the second o

Rank and salary commensurate with preparation and experience. Excellent tenelits package offered. Closing date is May 4, 1992 or until filled. orients in pas sage outered. Coming tastes 18 May 4, 1992 or until filled. Serial letter of application, "Assumé, transcripts and the names, addresses, telephrane numbers of three professional references to: Dr. Jeftrey B. Willeus, P. O. Oo. 2100, Sloux Chy, Iowas 51046. Biter Chif is a likeral arts college with a Catholic perspective and has approximately 1000 enrolled students. EOE/AA.



## CASTLETON STATE COLLEGE

## Nursing Faculty Vacancy

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ASSISTANT PROFESSOR

Educational Technology and Curriculum Specialist

Minimum qualifications: Hoctorate in Education and the requirements listed below.

## ASSISTANT PROFESSOR Developmental Educational Psychology Emphasis Tenure-Track

Minimum qualifications: Doctorate in Developmental Psychology or Psychology with specialization in developmental asychology and the requirements listed below.

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Dr. James A. Lemaster School of Education and Human Services RIDER COLLEGE 2083 Lawrenceville Rond Lawrenceville, NJ 08648-3099

Applications must be received by Friday, May 1, 1992. AS AN AFFIRMATIVE ACTION/EQUAL UPPORTUNITY EMPLOYER, RIUER COLLEGE STRINGLY ENCHURAGES WOMEN, MINGRITIES, AND THE DISABLED TO APPLY.

## **READING AREA COMMUNITY COLLEGE**

Reading, Pennsylvania

## FOUR FACULTY POSITIONS AVAILABLE

Roading Awa Community College is a comprehensive community only with an enrollment of approximately 2018 studients, RACC is an approximately 1018 studients, PRCC is an approximately approximate the studients, and of texting commenters. The Golge oliars career programs in business, becknology, health services and policy acceptance of the programs. These programs area realized and non-inditional violents after. The following full time positions are not refer for the programs.

(1) SOCIAL SCIENTIST - Marker's degree in one or more of the foliating disciplines required: Anthropology, Suctology, Bistory or Political Se-erice. Minimum three years to ording experience required: community college experience preferred.

(I) WRITING SPECIALIST - Moster's in appropriate field required (Waters or Rhetoric professed, English receptable). One year Juli-time or equivalently college teaching of writing required.

(1) UPPER-LEVEL CHEMISTRY - Master of Science Degree in Chemistry required; crustrework in Organic and HoOdyanic Chemistry preferred. Minimum one years of olicyet teaching experience required. Community College teaching experience required. Community College teaching experience produced.

(1) BUSINESS EDUCATION - Brachelor's degree in Business and Mater's degree in Business or related field required. Expurience in Iradiral secretarial, inferocomputer and management courses required Business experience molecule.

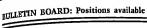
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Send returned (job biliony and list of 3 professional references and IDENTIFY position applying for to Personnel Office. Reaching Area Community CalRose, P. O. Box 1706. Reading, PA 19633. Resumes accepted through 60%DAY, APHIL 20, 1992. AA/EOE. Misoratties are encouraged to apply, (215)
373-4721. Ext. 315.

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An "EXEMPLARY PRIVATE SCHOOL" has openings for 1992-93 in HIGH SCHOOL EYGLISH, DIRECTOR of COLLECTE PLACEMENT and COURSELING, ASSOCIATION OF THE PROPERTY OF T

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## **School of Extended Education**

The School of Extended Education seeks epplicants for three

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Assistant/Associale Professor, Full-lime, lenure-track position in the Department of Management, including leaching
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Restlines will remet no pen until tilled. Consideration of appli-citions will begin April 20, 1992. Send letter of application, sense and addressee of three professional references, and carent curriculum vitae to:

Dr. John Daley Asacciele Deen School of Extended Education Seint Mery's College P. O. Box 4700 Morage, CA 94575

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## DEPARTMENT OF HEALTH AND PHYSICAL EDUCATION

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## University of Nevada, Reno College of Education

TENURE TRACK POSITION, EDUCATIONAL LEADERSHIP, RANK OPEN

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## Corrected Announcement

## Washburn University

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## ARTIST

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Tempia University
University Department of Art
and Art Education
And esson Holl, Room 311
12th & Benk Streuts
Philadelphia, PA 19122 Deedline: April 17, 1992

## LYNCHBURG COLLEGE IN VIRGINIA

Lynchburg College invites applications for 1992-93 faculty positions. The College's rlistingive corticulum includes the Knowledge Initiative, which College's rlistin-tre curticulum includes the Kurwbedge Initiative, which equits faculty and students with personal crumputers and enquisor many forms of computer-related teaching and the Lynchburg College Symposium Readings (LCSR) Program, in which furty faculty members supplement causes meetings with a published collectum of elassical exist and emphasize sundent writing and speaking. Lynchburg College values good teaching, commitment to students, and professional ms. chaloty interests. Stalary and benefits are compatitive. Review of applications will begin in April and continue and development of control between conditions to include programs and the control of continue until appointments are made. Please send credentials, including vita, references to the individuals listed below.

ART. The Department of Art seeks a two-dimensional art colleague to teach undergraduate courses in drawing, painting, printmaking and basic graphics and/or art education. Will oversee studios, advise students, and be active in the life of the department and the College. Qualified applicants will hold the MFA and will send (as applicable) letters of reference, transcripts, syllabi of current courses, up to 12 slides of own work, SASE. Tenure-track; preferred rank, assistant professor, Richard G. Pumphrey, Chair; Search Committee; Department of Art.

EDUCATION. Elementary education curriculum and instruction specialist sought by School of Education and Human Development. Qualified applicants will have an earned doctorate in curriculum and instruction or elementary education, three or more years teaching experience in an elemenlary school, time and energy to devote to curriculum development and program improvement activities, and demonstrated schularship related to elementary school teaching. The School offers both undergraduate and graduote programs leading to teacher certification and a master's degree in Curriculum and Instruction will an emphasis on Early Childhool Education. Termre-tuck; preferred rank, assistant professor. Chair, Search Committee; Curriculum and Instruction-Elementry Education; School of Education and Homan Development.

Lynchburg College is a private coedocational, liberal arts institution of 2, MII undergraduate and graduate students, affiliated with the Christian Chorch (Disciples of Christ), a liberal Protestant denomination. Lynchburg is a metropolitan enumunity of 150,000 persons located near the Blue Ridge metropoutan crimmonity of 100,000 persons located near the 18the Ridge Mountains, 3 1/2 homs smallwest of Washington, DC. The city has a diver-sified economic base, excellent public schools, a mild climote, and many opportunities for recreation. Five colleges enhance its cultural life.

Lynchburg College 1501 Lakeside Drive, Lynchburg, VA 24501-3199.

Lynchbuig College elliongly encourages applications from women and members of minority groups.

## **IOHNSON STATE COLLEGE** SEARCH REOPENED

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every week in The Chronicle.

## Alamo Community College District BIOMEDICAL EQUIPMENT TECHNOLOGY

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Alamo Community College District HUMAN RESOURCES DEPARTMENT 811 W Houston San Antonio, Texas 78207-3033 EEO/AA Employer

## Evangelism, Mission, and Church Ministries

Dute University Didn'sty School seeks to appoint a faculty member use field of Evergetism, Mission, and Church Ministrias. Candidess should have substantial experience in full-lime pastoral ministry and have demonstrated expertise in teaching and scholarly research in a field of theological inquiry. A Ph.D. is required. Fank, salavy, and tenue are dependent on experience and qualifications. Monitarious and applications should be foliable University, Durham (XZ7706. Didn's University, Durham (XZ7706. Didn's University, Durham).

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## FACULTY **POSITIONS**

DAYTONA BEACH COMMUNITY COLLEGE

Daytono Beach Community College, a comprehensive institution of approximately 10,000 FTE, anticipales filling the lot lowing leastly positions to mode involved mode defective August 15, 1092. Deponding on lunding, some may be Illied effective January, 1993.

All positiono toquite a Mastet's Degree with e minimum of 18 graduato credits in the disciplino, unloss othorwiso indicated. Four Maihematics Instructors, to loach developments

math through calculus. Journalism/Composition Instructor,

Davelopmental Reading/Composition Instructor. Performing/Cultural Arts instructor to teach speech, theater and humanities.

Physics/Physical Science/Astronomy Instructor Biology/Anotomy and Physiology Instructor. Physics Lab Managar/Instructor in both calculus and non-calculus Bachslor's Dagree required. Three Nursing Instructors to teach Medical/Surgical Nursing. MSN and current Floride RN licensure of oligibility required.

Nussing Assistant instructor to teach long term nursing care. BSN and current Florida RN licensuro ot eligibility tequited; homo hostin experience desirable.

E.M.T./Poremadic instructor, BA dagres in e related liste and oppropriate Florida carillication required.

Compolitivo salory based on crodentials and experience plus an ethactivo benellis peckago. Applications must include cover lotter, insiscripto and rocume with names, exchesses and phone numbero of sirce references. Closing date for application is Mey 4, 1992. Send compteto applications to:

Human Resources Department
DAYTONA BEACH COMMUNITY COLLEGE 1200 Volusia Avanua, Daytona Beach, FL 32114

An Equal Opportunity Employer M.F.
Minorities And Fortelies Are Strongly Encouraged To Apoly

## DEPARTMENT HEAD **JOURNALISM**

Northwestern State University of Louisiana POSEFION: Applications are matted to the position of Department Flead of Journal

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APPLICATION: Seral letter of application, résumé, transcripts, and three letters of revolumendation by April 20, 1952 to Dr. Robert Alost, Precident, Narthwasters State University, Narchitoches, LA 71497. SALARY: Compelitive

NORTHWEST-RIN STATE UNIVERSITY IS AN AFFIRMATIVE ACTION.
FOUND OPPORTUNITY EMPLOYER

## Full Professorship in Creative Writing at MIT

Creative Writing at MIT

The region in Witing are Humanish: Buddes, in the School of Humanish: and Social Science, is rection a fine time the first position of Full Performan. The Perguas afters wouldampe and standards with the resulting appaisably writing, and existent existing extracted of science and in higgspape, Ore current facely includes poots, acceptance, exacytain, below the high performance of the charge and the performance of the contract of science and in higgspape, Ore current facely predictions for the charge and simplified fallow review to well it may be approximately an extraction of the charge and simplified fallow review to well it may be approximately an extraction of the charge and simplified fallow review to well it may be approximately an extraction of the charge and t

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## LYNN UNIVERSITY BOCA RATON, FLORIDA

f von University has two faculty positions available at the Assistant or Assistant (Indexsor rank One position is for the School of Hutel, Restau-torit and Tourism Admistration, and the other is for the School of Business an the area of Minketing or Internetional Merketing.

Responsibilities: Teach undergraduate and graduate courses, student advising, service to the University, industry and prefessional organiza-

house. Qualifications: An earned Dectorate from a regionally accredited school is required for both positions. A Dectorate in Hotel & Restaurant Mensegement is preterred for the hespetality position, but a Doctorate in a colated field with a Masser's in Hotel & Restaurant will be considered. A Pil D in Makaching in oftendational Makesting is presented for the this mass position. ACCS laculty reflects of emisimum of 18 graduate hours in the teaching field are allibred to.

Salary range. Compensation is dependent upon qualitications.



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## Manufacturing Technology Associate/Full Professor



Position A between lock position to between the control of the c

expected, industrial esportance in voluted technical facilities desired.

Salatry: Communication with mit and experience.

Applications Renders: Will send on Appl 20, 1992, and confinue until an appointment is made. Send letter of legislation, selement, three felters of recommendation, gredules interview and other relevant material is.

Prolisease IR: F. Fabray

Department of industrial Tachinology
Christerial III Archinology
Christeria

THE UNIVERSITY OF NORTHERN IOWA IS AN AFFIRMATIVE ACTION, EQUAL OPPORTUNITY EMPLOYER.

## UNIVERSITY OF TENNESSEE AT CHATTANOOGA

School of Business Administration

The University of Tennessee at Chattanooga expects to make tenure hack appointments for the 1992/93 academic year at the Assistant or Associate level APID. Or DBA degree is preferred; ADIO will be considered. The University Invites applications for the following positions:

unlagement Information System Applications should be sent to: Dr. John Rulmer, Assistant Dean School of Business Administration University of Tennessee at Chartan of S McCallie Averund Chartanooga, TN 37403

vities are encouraged to apply for all position The University of Tennessee at Chattanooga is an equal employment opportunity, affirmative action, Title IX, Section 504 Institution.

## ASSISTANT PROFESSOR OF EDUCATION

The School of Education of Puce University invites apple attact, but a termic track position for its White Plains and Pleasanded, compass, Appointment is amicipated to September 1, 1992. The department serves undergraduate and graduate level students in viencettary, securdary, and special chirotita.

The successful condition should not existence of elementary to securitary teaching experience. Expensive in the arroy such as cognition, longuage & literary, multiprimatics, opecal education ESI or multi-subtract understanding to device Salary and only countessurate with experience and qualifications, A Pall, or ELL1, to pechalicate.

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# PACE UNIVERSITY

# STLAWRENCE UNIVERSITY

Visiting Instructor or Assistant Professor

History Department (post-1865 American)

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## COLLEGE OF PHARMACY ASSISTANT/ASSOCIATE PROFESSOR OF PHARMACEUTICAL ADMINISTRATION

Applications are being invited for a unsers track Austainst/Associate Professor in the Division of Pharmaceuskal Administration commencing Systemest. 1992. Ph.D. in Pharmaceuskal Indivisitation or equivolent with emphasis on 1992. Ph.D. in Pharmaceuskal Indivisitation or equivolent with emphasis on 1992. Ph.D. in Pharmaceuskal Indivision of Pharmaceuskal Individual Pharmaceuskal Individual

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## CENTRAL CONNECTICUT STATE UNIVERSITY New Britain, Connecticut 06050-4010

BULLETIN BOARD: Positions available

## DEPARTMENT OF MODERN LANGUAGES

SUSSIAN — Instructor/Assistant Professor-Fall 1992, Pending feeding of Professor. Track. To leach oil levels of undergand-rending of the Professor of the Pro

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TALIAN — Instructor/Assistant Prolessor-Fall 1992, Pending Funding Of Position. Tensure Track. To teach undergreduate course in littles language, iterative and culture, to been described to distinguish and provide an extractive to teach elementary beard. The control of the cont

Send letter of opplication, résumé and nomes, addresses and tele-phone numbers of three references to:

Dr. Donald Pomerontz, Chairperson Modern Languages Department CENTRAL CONNECTICUT STATE UNIVERSITY New Britain, CT 06050-4010

Review of candidates will begin on April 22, 1992. CCSU is on AA/ B0 employer. Women, infrartiles, the hondicopped and verterans are encouraged to apply.

## PROFESSOR AND DEPARTMENT HEAD Allied Health and Biological Sciences

Debtes Community College, a unit of the State University of New Note, seeks applicants for a tenure-tack position of Professor and Department Hood. Head, Milled Hookh and Bedgardet Science, Population intules academic programs in Debtelle Technology of the Population intules academic programs in Debtelle Technology who was a community of the part of th

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## Assistant/Associate Professor-Soll Physics

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## WHATCOM COMMUNITY COLLEGE Bellingham, Washington

Faculty Positions in PSYCHOLOGY and PHYSICAL THERAPY ASSISTANT PROGRAM

Valueton Community College, located on the Portle: Northwest Costs between Seatle and Vancouver, Birthi Columbia and dedexed to indeferented teaching and learning, a setting aggictant to the foliation; but the control teaching and all setting aggictant to the foliation; but the PSYCHOLOGY. Teach academic transfer course, including agental performance, the college, human development, abhemati psychology and draw course to be determined, develop new and notice exclude general, and cover the college, human development, abhemati psychology and college to the control of the college of the

pudget.
Salary \$25,209 to \$34,851 depending on experience and advanced degrees.
170-day contract (Additional summer (992 employment may be negotialed with Physical Therapy Assistant Program Instruction Coordinator) For best consideration, completed applications should be received by April 24, 1992. To obtain application packet, contact

Cliff Backe, Personnet Officer Whatcom Community Collega 237 West Keltogg Road Bellingham, Weshington 98226 Beltinghem, Weekington 206-676-2170

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# **SCHOOL OF BUSINESS**

ACCOUNTING, ECONOMICS, FINANCE, MANAGEMENT, MARKETING

Southern Connecticus State Linhwesthy School of Business Invites appli-cation also reasons beet possible as the expected rank of Assistant Pudes-ton In Accounting Economics, Florance, Amagement and Marketing, Na appropriate search doctorate is pretensed. Application and advantage of the doctorate with the carrielless and the control of the control of the control search of the control of the control of the control of the control search of the control of the control of the control of the control search of the control of the control of the control of the control search and searching interest, retemp, part understyle year of the con-trol of the control of the

Mr. Richard Fahringer
Or. Gary Crakes
Or. Shyam Lodha

— Accounting
— Economics and Finance
— Menagement and Merkeling

School of Business Southern Connecticut State University 501 Crescent Street New Haven, Connecticut 06515 AA/EOE

CLOSING DATE OF APPLICATION: April 15, 1992.



## LOCK HAVEN UNIVERSITY LOCK HAVEN, PENNSYLVANIA Tenure-Track Faculty Position

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Branda Comen Library Search Committee Lock Haven University Lock Haven, PA 1774S

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## FRANCIS MARION COLLEGE

Florence, South Carolina **FALL SEMESTER, 1992** 

France Marion College is invining applications and nominations for the position of Vice President for Academic Affairs. The college is a State-supported institution of approximately 4,000 students offering both graduate. and undergraduate degrees with a primary museum of to aching. Its students are drawn largely from Stutil Carolina, but with the recent expansion of student housing, the college will be recruiting front other states along the cost

The Vice President for Academic Affairs reports directly to the president and serves as the chief an ademic officer. To emphasize the cullege's reaching mission, the Vice President for Academic Affairs and other senior adminis rators leach regularly in their disciplines.

The successful candidate should: •Have substantial experience in administration above the Janament level

Have an earned documate in a discipline which corresponds to one of the major academic programs of the college Be able to qualify for the rank of professor man academic

discipline at the college
Demonstrate a record of accomplishment in teaching and The sensitive in a wide range of faculty issues, including

one variance in a some range or accently source, including compensation, faculty selectionness and the sulty governance h is hoped that the position can be filled by July 1, 1902; Innovers, the search will continue until an appropriate conditione for summ. Application who dominations i phese include a curriculum vines and five references) should be addensed in

President Thomas C. Stanton Francis Marion College P. O. Box 100547 Florence, SC 29501-0547

Francis Marion College is an equal opportunity. affirmative action employer.



FACULTY POSITION

## Department of Management

Concludes set being cough to September 1992 position in to Department of Management Research and teaching aspective in such or state of the set of the set

applications should be incolved by Apil 16, 1997.
Sand resums to 0, Anthony Butterfield, Cheft, Cept, of Menagoment, Shoel et Menagement, University of Mesacochuestie, Amherst, Ma 10102. Position contingent upon fueding. An Allimotive AttoricEqual Opportunity Employer

## DUKE UNIVERSITY DIVINITY SCHOOL **Assistant Professor of Old Testament**

Duke University Divinity School invites nominations and applications for a tenure-innois faculty position in the field of Clid Testament studies. The ep-pointment is to be milet as the level of Assistant Professor, to become effective in the Foll semester or 1998.

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## QUALIFICATIONS:

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MAP Chair, Sourch Committee Antirch University Los Ampeles 11274 Fiji Way Manna del Rey, CA 90242

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Antiricle University is an affirmative action and equal apportunity employer.

## **Educational Administration** NORTH DAKOTA STATE UNIVERSITY

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Send letter of application, vita, and three letters of reference by April 15, 1992, to Dr. William Woods, Search Committee Chair, 321 Minard Hall, North Dakota State University, Fargo, NO 58105.

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## PHYSICAL EDUCATION INSTRUCTOR Raritan Valley Community College

Junior level position for candidate with Master's degree in Physical Education. Position omisis teaching a range of physical education courses from I emits activity courses to 3 crodit letture discussion courses. Concluing will be re-quired in several sports, such as socion, wants, and besistable.

custined in several sports, and for acceptance of courses. Consciously all be re-reserved in the community College in a two-part, community college, which offers seccions degrees and certificate in more faunt 40 areas. It is exceeded by Meldes Static Association of Colleges and an 40 areas. It is exceeded by Meldes Static Association of Colleges and certificate in magnetic and the control of Highest Education. It is located in suburban certain laws densy Board of Highest Education. It is located in suburban certain flower and the control of Highest Education. It is located in suburban certain flower and the control of Highest Education. It is located in suburban certain flower more in the control of the control of the carpos serves Somerate and Function countries and errors. The 200 and the control of the more certained in not-credit counset. Candidates should sand letter of interest and returned to be restricted no lever than 42/292 by Personnel Diller, ARPIATA VIALLEY COMMUNITY COLL LEGIE, 10 Box SSIDI C, Somerdin, NI URSTG. An Equal Opportunity, Alternative Action and Employs.

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## NURSING FACULTY POSITION

The College of Nursing, SUNY Health Science Centre at Syneuse, twice-applications for a fill bines, tenure track pudition for Research and Croulations. Reynomiabilities incide technique, ministerance of personal program of leaded research, guidaling, alongly and students in research program of leaded research, guidaling, faculty and students in research mentages. The college of Research and the college of th

ratal. Required qualifications include earned disclosure, majer's degree in sur-sing with corresponding experience in passen-child, prediation, or mittyly norshig, and a milmium of Jyeser' undespeakables/gatulate teaching experience. Juscentul experience in exeants and grafitamatical experience. Then the ability deported upon qualification are reported.

Candidates shauld submit a letter of application, current (V. and annue of three references to Does Mr, lance Messon, Calegor Of Numing, SUNY) leash's devence Center at Synracuse, 700 East Adams Street, Systems, Now York LSUR, by june 1; Visa.

SUNY Health Science Center of Syracuse to an EEO/AA Employer

## DEPARTMENT HEAD SOCIAL SCIENCES

Northwestern State University of Louisiana

POSITION: Applicants are incited for the position of Department Head of Social

COMBINE Application of the control of the possible of Department Based at Section (COMBINE) (COMBINE) and the control of the Combine and C

LICATION: Send letter of application, resume, immediate, and three letters as namendation by April 30, 1972 to: Dr. Robert Alost, Fresident, Northwesterr & Univenity, Machitorhes, I., 71497, SALARY, Cornectifics. WESTERN STATE UNIVERSITY IS AN AFFIRMATIVE ACTION.
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## RICH MOUNTAIN COMMUNITY COLLEGE Mena, Arkansas

by College (RMCC) invites englications for the follow RMCC is located in the mountains at the edge of the Ouschita National Forest, 85 miles south of Fort Smith and 85 miles west of Hot Springs Established in 1983, RMCC is a public, comprehensive community college serving approximately 700 credit students each summeter.

manufactures in advanction: Perce to all orders one global tumbers (see the second control of the second contr slication, steams with references, and transcripts of all edi mediately Send all materials to

Bill Abernathy, President Rich Mountain Community College 601 Bush Street Mana, AR 71953 RMCC is an Equal Opportunity

## RIVERSIDE COMMUNITY COLLEGE DISTRICT

Riverside, California SEEKB APPLICANTS FOR

**FACULTY POSITIONS** 

SPEECH COMMUNICATION/PORENSICS Occubing: by 4:00 p.m., April 17, 1992.

ANATOMY BIOLOGY CHEMISTRY GEOGRAPHY

Deadline: by 400 p.m., May 1, 1992.

Cell the Personnel Office et 1714) 684-3240, Ext. 291 for additional information and required District application materia

## Michigan Technological University

The Chronicle of Higher Education • April I, 1992

Chair - Department of Mechanical Engineering and Engineering Mechanics

Nomestons and applications are invited for the position of Clair of the Mechanical Engineering and Engineering Mechanics Department Conditions which possess an exemplication are depressing an expression price in present description and there are proposed engineering field, here cutestanding learned up do flows and leves a record of excellence in teaching, nearest and scriberty architecture reservations and the section of the condition of the section and the

Administrative contrar phenomen an up processor.

A destinguished engineering educators is sought who can provide my vative and sharpetic leadership, be a selfful administrator. The pre-scy discuss of the Cheir notude floatly and editionation. The pre-scy discuss of the Cheir notude floatly reactions are disciplination of destination of destination of destination and development of industrial/government relations are

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aferanose to:
Professor C.E. Passarallo, Cheir Search Committee
ME-EM Department
Michigan Technological University
1400 Townsand Crive
Houghton, MI 49931-1286

Michigan Technological University is an equal educational autitutor

# DEPARTMENT OF EDUCATIONAL LEADERSHIP

Teachers College, Ball State University Muncle, Indiana

The Department of Educational Leadership, a newly formed departmenton-bring the Center for Lielong Education and the Department of Educational Administration and Supervision, is in the process of hinings of Clinical Pales-sor in Educational Administration and Supervision.

The Department is socially assessment school administrator to fill the portor. This is a non-tenure-track, full-time contract position. The Clinical Pulsar will supervise interns, work with a study council of school super Minimum Qualifications An earned doctorate in educational adminimum ond supervision; extensive professional experience in educational administrator competence in teaching.

Preferred Qualifications: University experience, and a record of scholarly productivity.

Applicants should send a letter of interest in the position, a complete and current villes, officini graduate transcript analled by the institutional, and first properties of recommendations of company Mood. Challegeria, Departed Teach (1994), and the company of the company of the challengeria of the company of the company of the company of the challengeria of the company of the

Ball State University is an Equal Opportunity, Afformative Action Employer and is strongly and actively committed to diversity within its community.

## History of Medicine at

**Duke University** 

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Pater C. English, M.D., Ph.D. Chair, Search Commetes Box 3875 Dura Linversity Medical Center Curham, North Carolina 27710

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## THE AARON DIAMOND FOUNDATION POSTDOCTORAL RESEARCH FELLOWSHIPS in the Biomedical and Social Sciences

AIDS OR DRUG ABUSE RESEARCH AIS OR DEUCA SUSSE RESPARCH

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STIPENDS er are paid annual adpends beginning at \$36,000. Each cliouship is for two years, with an option for a thirdy-ar.

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uships are upon to 10.5, eldeets, and permanent residents, non-and members of inhostry groups are especially encouraged to apply. MENTORS

Applemental Fellow mated be approached by a theretor, as a New York Cay institution. Measures who have about you provided interest in participating in the Fellowship Programs are based in the application materials. The Mentor's institution receives 50,000 annually to cover the Fellow's research Cashe, travel, institut and fringe benedits

APPLICATION DEADLINES hely \$1, 1992 and July 30, 1995

INFORMATION AND APPLICATION FORMS untenberg, Program Penetor, The Agren Diamond Foundation tond Research Fellowships, New York Sate Bealth Research surell, 5 Penn Plaza, Room 308, New York, NY 10001 1921611-2525

## Morris College

Mora College, a private and predominately black, four-year liberal arts office in Sunter, 3C, is seeking apply airs to till the following positions: only if sunter, S. C. seeking apple aims to till the following posturor. SIGNETHATTANS CALL F. BRIDESSMILL OF BANTLEMATICS: In MARKET AND SIGNETHAT AND SIGNETHAM TO SIGNETHAM

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Salmit letter of application, this is true of recommendation and offered students standards removed between Morris College, Han W. College Sorre, Smites, SC, 24(Sc. 1995).

## CASTLETON STATE COLLEGE Communication Faculty Vacancy

Beni am-admined program aseks generalist foi possible terrum-track problem begiening August 1902. Bank and salary are dependent on qualification and experience. Responsibilities a perquestor to experience and a program of the progr

Castleton State College is an Afficuetive Action, Equal Opportunity Employer.

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# lane Community College

INSTRUCTOR/COORDINATOR - 90% time. Masser's degree in Child Oevolopment or Early Childhood Education required. Classroom teaching experience with Audit students, pretentably in a community college setting Minimum of hime full years of experience with adult students Oeman-stated insolvinge of community, Orlid Care Operations Care year of additional experience teaching young children in an infant toddier list school setting defined. Closing date, April 15, 1802. on Joh description and further info

Personnel Services
Lane Community College
4000 E. 30th Avenue
Eugene, OR 97495
[593] 726-2211

LCC application must be postmarked by deadline date. A résumé may be submitted, but cannot take the pisce of the application form An Affirmative Action, Equal Opportunity Institution

## WAYNE STATE COLLEGE

HEAD, DIVISION OF HUMANITIES

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Will back underputate and quantum students and engage in rescurch in the area of international business and strategy with emphasis on international business and strategy. Requires Ph.D. in Business and strategy is the strategy business on international business and strategy. Requires Ph.D. in Business and strategy requires Ph.D. in Business and strategy business and business and strategy busin Contract: Applicants should submit vita, transcripts, and thee letters of recommendation to:

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MATERNNAN COMMUNITY COLLEGE Waco, Texas

PACIFICTY VACANCIES FOR FALL 1992 ENGLISH

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## THE SCHOOL OF EDUCATION at the

UNIVERSITY OF NORTH CAROLINA AT GREENSBORO is seeking to fill the following two positions

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**GETTYSBURG** 

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## ILLINOIS MATHEMATICS AND SCIENCE ACADEMY

## A Pioneering Educational Community

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Loudy members are expected to be exemplary educators in their discipline and intractional delth, commutated to intendisciplinary approaches, and in-invatire in polarogical paramic actioning similar thermal and corects. A including of Musica's degree in required for manufacts of the function.

## PACULTY

Binlogy—The course, university biology, engages students in a wade variety of liberatory and classionan experiences requiring active experimentation and discovery. This course is a second year requirement. Disputals electrice are also inferred. An initigrated approach to exactlying and learning in equirical facilities described as the control of the property of the course of the course of advantagement and activities.

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Health, Physical Education, Wellness—An integrated course on wellness provides a unique and interdisciplinary approach for infilling required under it. Experite in health chiralism, physical education, and personal/boral skill development required.

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calaction, psychology, meals serves, or another related held with experience are controlled to the control of the control of the controlled profits of the controlled prof

## ADMISSIONS COUNSELOR

Responsible for the sale-order certainness of incoming students. State-wide travel required. Knowledge of the demographics of the rate and the needs of the control of control of the control of student parameter services, are related field in preferred. Applications will be reviewed in early Spring.

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## GRADUATE STUDIES OPPORTUNITIES

## California Educational Research Cooperative Fellows

THE PROCRAM: The UCR School of Education has established the CALIFORNIA EDUCATIONAL RESEARCH COOPERATIVE (CERC)—
a traiting and research center for the study of school improvement lastes.

issues. CERC ambicipates multiple openings for the position CREC Fallow for doctoral students during the 1932-93 scademic year. Students receiving these appointments work closely with faculty in the design and conduct of research projects, preparation of reports and technical assistance to cooperating strion of littles and county offices of education.

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APPOINTMENT CRITERIAL Condidate should have teaching or admin-istrative experience and demonstrated ability in educational research.

Applicant must possess an outstanding audentic record and quality for admission to the doctoral program in the School of Education. Applicant should submit a complete personal vite, statement of research interests and professional goals, transactivit of prior educational expectence, two letters of recommendation, and Citie Eurose.

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## LOUISIANA STATE UNIVERSITY HAS THE FOLLOWING POSITIONS:

## Anticipated ASSISTANT DIRECTOR

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John Spusiek, P.E. Director, Facility Services Louisiana State University Baton Rouge, LA 70803

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Or. Paul H. Teniplet, Chair Search Committee
Intilitate for Environmental Studiles
Louislana State University
42 Alánson Hali
Oaton Rouge, LA 70803

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## CAPITAL UNIVERSITY ADULT DEGREE PROGRAM - DAYTON CENTER

Capital University's Adult Degree Program is well satisfiated in three Chico cities—Geveland, Columbus and Daylon and enrolls 1,000 star-one and interest. Poll: time facult sates instruments and upper-one and upp

## Full-time Faculty - Humanities

This 12-month position begins August 10, 1992; solary is competitive, rank nogotiable; them are 4 weeks of vecation. Qualifications for the position include:

continn include: a Ph.D. In the humanities - history, roligion, philosophy, English a strong leaching skills in both iraditional and ollernative formals a strong advising skills a smillarity with assessment of experiential learning

## Half-time Program Assistant

This person will work closely with the Center Director and an Enrollment Specialist on recruiting, scadomic administration, and relations with mais compus. Opportunity to teach or to advise exists as well. This 12-month position begins june 1, 1922. ations include:

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## KNOXVILLE COLLEGE 1992-93

Church Directos—Ph.D.prec Asst. Prof. of Music—Ph.D. req., liend, Dept. of English and Communications—Ph.D. in English to the Control of Communications—Ph.D. in English to the Control of Control of

To spoky Send résumé, grad, and undergrad, transcripta, and three letters of recommendation to Dr. Evelyn R. Hallman, Dean of Academic Affaira, Knowilla College, 901 College Street, Knowille, Tennessee 37921.

# JOHN WOOD COMMUNITY COLLEGE

John Wood Coremunity College seeks experienced, energetic tacuty and administrators to teach, develop and espand the college's curriculum Te-College is a dynamic, comprehensiver, public community college located in Colle

## ADMINISTRATIVE POSITION 2.MONTH PRISTON

12-MONTH POSITION:
a DIRECTION OF DEVELOPMENTAL EDUCATION: Matter's degree in ex-calor preferred, utrait matter's degrees considered. Minimum of their year color preferred, which is matter's degrees considered. Minimum of their year perferce perfected, addition of their own of the submoderate design plies: mast, reading, or language arts; constitute developmental education in Competitive, application process size of latter of any Saleny/Reas-ter and traits of their control of

## TENURE-TRACK FACULTY POSITIONS

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ACORDINATOR OF HEATTH, PHYSICAL EDUCATION & RECIENTOM RECORDINATOR OF HEATTH, PHYSICAL EDUCATION AS RECIENTOM PROGRAMS: Master's degree in physical education with an emphasis in entire physical education with a present of the part of the period of

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9 MONTH POSITIONS: a LANGUAGES AND LITERATURE INSTRUCTOR: Same as outlined above EXCEPT prefet qualifications also to teach Spanish. Start Data: 87 (692. AMTHEMATICS INSTRUCTOR: Master's degree in mathematic repúed. AMIR to Instruct full sange of math Courses, transfer and development. Start Data: 81 (692.

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Ragulements for Faculty Positions: Degrees as listed. Afrinams of no year: Me'-time reaching experience requirect community cologo experience protected. Application Protects: Sard learn of application, travinal evaluation protects. Sard learn of application, travinal evaluation for the protection of the positions are filled in Network application will be acceptable in the positions are filled in Network applications will be position are filled. Network applications will be position are filled. Network applications will be protected by these and encourages applications from voment and instructions.

## Head, Information Technology Albert R. Mann Library

The Albert R. Mann Librsty is seeking an Individual to manage the Information Technology Section of the Library. Reporting to Jan Olsen, Directur of Mann Library, Italy position manages the six full-time professional staff of the section.

ian Olsen, Directur of Mann, Library, his position monage his thill-time professional staff of the section. Responsibilities: Circulate and considerate technology pleases the full-time professional staff of the section. Responsibilities: Circulate and considerate technology pleases to the professional staff comparing and public-access comparing, lattitude and professional staff comparing and public-access comparing, lattitude and responsibilities and the section of t

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Applications are required by April 15, but will be accepted until the position is filled. Apply to: Sam Weeks, Staffing Services, Depl. T1203-G, 160 Day Hall, Cornell University, libres, NY 14653-2801.

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# RULLETIN BOARD: Positions available



# WAYLAND ACADEMY

## **FACULTY AND** ADMINISTRATIVE OPENINGS

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Other Responsibilities: As a bearming restitution, Wayland seeks camifidates
who are interested in theirig members with sur hear invites as albienes, countindust and evine-curic ular as theirtes and resultential life. lettes of application and résourés should be sent to:

The Office of the President

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## RobertsWesleyanCollege HENDERSON COMMUNITY COLLEGE

Recent West-yan Cullege, founded in 1888, is a conducational Exertatia college with about LOOD students, Business, Educa-tion, Kurning, and Music carell the Largest number of majors. An EAS degree, approved in 1991, represents the first in related programs to be nifered. Roberts Westige and member of the Cristian Cullege Condition and the Association of Feet Westiget Roberts Westiget and Members of the Roberts Westiget and Roberts Westiget Roberts Westiget Roberts Westiget Roberts Westiget Roberts Westiget Roberts Westiget Roberts Ro

## Academic Positions Open Fall 1992

- Assistant Dean of Students Master's degree and pre-
- Business Administration-Muster's required; doctortie preferred.
- Accounting -- Master's preferred; C.P.A. required.
- Teacher Education-Declarate and previous teaching required.
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ion form, write to: Office of the Provosi, Roberts Wesleyan College 2301 Westside Drive, Rochester, NY 14624

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## SENIOR STAFF COUNSELOR

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University of Northern Colorado SCHOOL OF MUSIC

Associate Director of Bands/ Assistant or Associate Professor of Music Education

constituti with experience and qualifications.

Dutless Direct 170-member Pride of the Rockies Marching Band: condo t
Content or Symptomic Band and Justicitud Pep Band and assist the Ones tot
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## EXPONENTANTIAL HANDLE KANDERS AND STREET STREET, STREE OWENSBORO COMMUNITY COLLEGE

University of Kentucky

## **ENGINEERING TECHNOLOGY** PROGRAM COORDINATOR

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## Director of College Relations

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Empire State College

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## American Islamic College

## FACULTY & ADMINISTRATIVE POSITIONS AVAILABLE FOR 1992-1993

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# Manager of Network and **Systems Support**

SWARTHMORE COLLEGE is seeking an apperienced protestional to later esponsibility to all networking services for the billion of the college of

We oller a salery commensuale with expensionce and an excellent benefit peckage. Please send usome with names, addesse and leishons numbers of three professional reterences by April 20, 1982 to:

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## LIBRARY

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**NULLETIN BOARD: Positions available** 

Drexel University

Advanced Manufacturing Center Director

Dord laterous h seeking a director for a novely established assortate taking post. This center is envisioned, as a university/initiality research electric scalable integration of the contribution of the contribution of a scalable integration in the hinsel little did it insurfact entity to establish of photocontribute association, survivors, relatives, CAA and new moduals for the contribution of the contribution of the contribution of the contribution of processing and contribution of the contribution of and contribution of the contribution of the

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Reseduce nominatures and applications including the nature and address of three references to:

Dr. Bant I. Kantel LeBow Engineering Center-Room 144 Cullege of Engineering Dresel Huversty Philadelphia, PA 19414

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The successful candidate will assist the Bouksion

Director in research, planning, novoluporoul unit

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Qualifications include extranonce in collegiale pull-

ishing, knowledge of an acadomitic movinorment, the Bookstore and its functions its rin acadomic support unit. Excellent supervisory/mnnagement skills, Knowledge of the provisory/mnnagement skills,

knowledge of markoting tochoiques and unicrocom-

puter hardware and software for implementing new

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ment responsibilities.

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## THE UNIVERSITY OF TEXAS AT SAN ANTONIO Position Reopened DIRECTOR, OFFICE OF MINORITY AFFAIRS AND INTERNATIONAL STUDENTS

Job Dave Ipidon
Distription of the Liffice of Minority Affairs and International Strukens in the Natl and coordinate efforts sowed the text minori, or constraints, or remains, or consequence placement of minority or notices a minority saws and long-stably within the uncertary contaminity to address minority saws and long-stably within the uncertary contaminity to address minority saws and long-stably minority or contaminity or contaminity of the same and long-stable placement of the Limits was placed by the contaminity of the contaminity and contaminity and contaminity and complaining and positions. The Direct contaminity and corresponding our place of place of the Contaminity and Contaminity

America (ringer) of the Affrica of Minority Affairs and International Students reports to the Vice President for Student Affairs, and is responsible for the supervision of all a trains, projects, personnel, duplets, and distinct associated with the office, to method, our not be limited to, the following

- of wast the office, in sinchels, fast not be limited in the following.

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- students

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The Director of the Office of Moreony Afford and Everlapance, Education, Psychology, or other risks of degree and have no less than two years of manufactured experience working with underso in a sublicultural nativesties gaining. The Theorem mass have well not submit as guidelines of the Control of the Afford of the Control of the Afford of the Affor

Preferred Requirements Spanish/English Bilingusi.

Selery and Starring Date Selery competitive based on education and experience. Starring date can be at soon as July 15, 1992.

UTSA is se Equal Opportunity, Afthrmative Action Employer. Women and minorities are enrouraged to apply.

## New York University

## DIRECTOR OF DEVELOPMENT

NYII's Development Office seeks immediate nominations and applications for the Director of Development for the School of Social Work and the Gallatin Orkion. The Ottestor of Development repract to the Deans of the schools and to the Director of University Development, the Markov of the Schools and to the Director of University Development, the 'the recognodible or the direction of all development of the Schools and such that the Otto Schools and the Otto Schools and

Candidates should have 1-3 years experience in fundations. Excellent writing and communication skills are essential. A fluctiefor's Degree for equivalent 18 required, An advanced sleuree and higher education fundationing experience are preferred.

NYI Joffers extended to receive the NYU Tation to sell and dependents, health, life insurance, retirement and datalat plane, etc. the new tation to the technique to the techniq

## NOTICE OF VACANCY DIRECTOR OF THE DIVISION OF MUSIC UNIVERSITY OF TEXAS AT SAN ANTONIO

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## PACIFIC UNIVERSITY

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## WAKE FOREST UNIVERSITY Office of Residence Life and Housing

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## DIRECTOR OF UNDERGRADUATE ADMISSIONS

The Wichita State University invites applications or nominations for the position of Director of Undergraduals
Admissions. The Director reports to the Associate Vice President for Arademic Alfaits and has responsibility in administering all activities, personnel, management information systems, and budgets involved in the recruitment and admissions of undergraduate students in an urban university with more than 15,000 students where more than 50 percent are nontraditional age and more than 50 percent are part-time. Statting in the Undergraduate Admissions office includes 17 tull-time professional and support stall

Qualifications: A master's degree minimum with demonstrated and documented success in:

- planning and implementing admissions marketing strategies in a four-year academic institution.
- communication and interpersonal interaction with diverse constituences such as faculty, traditional and nontraditional students, high school administrators and counselors, deans, almini;
- management: planning and mentioring of budgets
- staff selection, staff development, and team building: developing and monitoring computerized management

A letter of application, cutriculum vita, and the names, addresses, and phone numbers of three references who can aftest in the applicant's success in the above stated qualifications or nominations of individuals for the position should be sent to:

Dr. Mariba Shawyor Acting Associate Vice President for Academic Allairs The Wighita State University 1845 Falemenn Wichita, KS 67218-1595

Deadline for applications: April 15, 1992, or the tirst of each month thereafter until the position is lilled. Salary range is for a iwelve much contract with standard benefits. The position is available hily 1, 1992.



The Wichita State University

## **BROOKLYN LAW SCHOOL** ASSOCIATE LIBRARIAN FOR TECHNICAL SERVICES

The Library is seeking qualified applicants for the position of Associate Library in Technical Services. The position colls for a strong service-oriented individual was recognized the significant role of technical services throughout all sepacts of ize library operations.

intery operations.

Reportabilities include the extinalaration and moneyement of the calibidity explaints, and arrias burstions of the law (bursty, including bursty external excellent on the law (bursty) including the calibidity of the calibration of

coordinate all library operations and activities.

Qualifications: ALA-according MLS diagras; I.D. praierred. Damonstrated expansors experience in Technical Services, preferably in ecademic law liberates Tractional Reviews. preferably in ecademic law libraries Tractional Reviews and Participations of the Reviews Conference and Reviews and R

Brooklyn Law School, a private, independent institution, is one of the largest is w schools nationally. The echool is located in historio Groohlyn Holghts, just ecross the river from Will Street and lower Manhate. Applications: Position available June 15, 1992 Interested candidates should submit a latter of application, réaumé, and three professional references with addresses and histohoms.

Professor Sara Robbins Brooklyn Law School Library 250 Jaralemon Street Srooklyn, New York 11201

Brooklyn Law School is an equal opportunity amployer

# MANAGER STUDENT LOANS

LOANS Vanderbit University invites, applications for the position of Non-ager, Student Loans. The Manager is responsible for decling and managing the biling end collection of Student Loans Receivable for the University. This individual provides teadership an establishing poolcies and procedures which result in prompt collection of student loans.

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## Nursing Program Coordinator

Full-lime tenure Prack faculty posi-lism at Tacama Community Cul-inger located in the Pugel Sound-region of Washington Sale. Re-right in ADN program. Guaranteed sounderation state: April 30, 1971. For Info. and spite, curract. 1971. For Info. and spite, curract. 1971. For Info. and spite, curract. 1971. Spite 1971. Spite 1971. 1971. Spite 1971. Spite 1971. Spite 1971. 1971. Spite 1971. 1971. Spite 1971. 1971. Spite 197

# DEPAUL UNIVERSITY

## ASSISTANT DIRECTOR SPONSORED PROGRAMS AND RESEARCH

Applications are requested for the position of Assistant Director in the Office of Sponsored Programs and Research, DePaul University is a private, comprehensive urban institution of 16,600 students on two major campuses in downtown Chicugo, (Losopt and a near north side residential area (Lincoln Park), his schools and colleges include Liberat Arts and Sciences, Commerce, Law, Music, Theatre, the School for New Learning, and a professional program in Education. The institution's long-range plans anticipate further growth in the next five years to an enrollment of 18,000 students. Graduate programs good in the text veyers in an enother monoparties. Canada programs, in computer sciences, philosophy and psychology. DePaul is a dynamic, innovative institution, with a growing volume of external grants, reaching \$4 million in 1990-91.

Primary responsibilities of the Assistant Director include working with faculty members rutaty reportsonates in in Assistant Director include working with incurry incincen-and administrations to develop certain agrain applications and budgets, and identifying and publiciting warress of fueling. The Assistant Director will also assure compliance with agency guidelines and fuderni laws relating to funded projects. Additional repossibilities include presenting gund-related workshops, persparing reports, analyzing grant data, and asolsting facility and administrators to iteredop proposarls. In riternal

Requirements for the position include an advanced degree, knowledge of federal und other grant agencies, faculy experience or experience with funded projects, and excellent oral and written communication skills. Knowledge of communic databases is also desirable.

The 12 month position is located at the downlown campus, but the Assistant Director will work with faculty from both campuses and from a wide variety of disciplines. Salary is competitive and benefits include medical and dental insurance, free pution, pension and four weeks of vacation.

The position is available on July 1, 1992. Review of applications will begin on April 15 and continue until the position is fitled. Interested applicants should send a letter of application and a resume to:

> Dr. Marjorie P. Picchowski, Director Office of Sponsored Programs and Research DePaul University 243 South Wabash Avenue Chicogo, IL 60604

DEPAUL UNIVERSITY PRACTICES EQUAL OPPORTUNITY IN EMPLOYMENT AND EDUCATION.

## DIRECTOR OF PROSPECT MANAGEMENT AND RESEARCH **CLAREMONT UNIVERSITY CENTER** GRADUATE SCHOOL

The Claremont University Caster and Carduars School, a member of The Claremont Colleges, is seeking a Disector of Prospect Management and Research 10 joils to development sales. The position is responsible for supporting the work of development off-the position is responsible for supporting the work of development off-the position is responsible to disect interest of the position is responsible to disect interest of the position and assigned salf are responsible for disporting process. This position and salegard salf are responsible for disporting shorters, and the position of the salegard sale are responsible for disporting shorters. The position is a member of the sesion development team and requires a BA with 5 or more years' experience using high level slidis in detarmanagement, prospect research and development. Submit resume to: The Claremont Colleges, 150 E 8th Street, Claremonf, CA 91711; (714) 621-8048.

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## University of Wisconsin-Platteville **ALUMNI PROGRAM MANAGER**

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volunteer management, and personal computers.

This is a 12-month academic sall position, salary commismusate with qualit-cations and separatence. The position in awaitstis salary is 1952. Desiditive in-terior and separatence with the production of the production of the com-tangement of the production of the produ

Dulwantiy of Wasconsin-Plantedle
Ahamil Program Menager Search & Scri 414 Karmann Library
One University Plaza
Pletteville, Wi 53818-3099

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## Office for Interdisciplinary Earth Studies

The Diffice for Interdisciplinary Earth Studies (OIES) was established by the University Corporation for Atmuspheric Research (UCAR) in 1986 to represent all disciplines that study the earth as an interconnected system. The office is a program driven activity designed to serve the needs of the U 5 Global Change Research Program (USCCRP) and the laternational Geosphere Biosphere Programme (IGBI) I through advocacy, the dissemination of Information and the definiion and Instigation of scientific research.

OIES initiates new planning endeavors to deline and plement the research programs described above and rks with top-level administrators in NASA, NOAA, NSF, DOE, EPA, and USGS and the National Academy of Science INAS) to define and implement activities within these agen-cies that support the USCCRP OIES works internationally with the Secretarial of the ICBP in performing similar lanc-

UCAR is seeking a highly qualified professional with broad experience and expertise in the earth, biological or appropriate social sciences to lead the OIES program. The OIES Director will foster and promote the goals of the broad global change tr-search program. Salary will depend upon

spallifications and experience.
The President of UCAR wishes to appoint the OIES
Director in the summer of 1992, Applications should include
a letter of interest, curriculum who and list of publications. lease address them to Chairman, OJES Search Committee ofo UCAR I himan Resources, Attn: Anna Reyna-Arcos, University Corporation for Almospheric Research, P.O. Box 3000, Boulder, CO 80307. Applications for this position must be received by May 29, 1992. Please refer to Job #1561

UCAR has a strong commitment to the principle of diversity in all arcos. In that spirit, we are interested in receiving applications from a broad spectrum of people, including women, minorities, and disabled individuals.



University Corporation
Atmospheric Research University Corporation for



## VIRGINIA COMMONWEALTH UNIVERSITY

Assistant Director of Pinancial Aid Counseling Services

The Asistant Director is responsible for the delay operations of the Asistantic Compute Fluencial ARI Counsibling Center. Responsibilities include the counseling of sundries and problem resolution, supervisition of counseling entered and four (1) hill-time problemsional counselon, councilmation of outweeth activities and VCU Operational Indicators, applications in VCU Operational Indicators, and Councilmation of outweeth activities and VCU Operational Indicators, applications in VCU Operational Indicators of the Indicators of th

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Selary range: \$25,000 to \$27,000 (onticipated). Applications must be re-ceived by May 9, 1992. A latter of interest, resums and the names, addresses and selephone numbers of three references must be submitted to:

Ms. Joyce A. Wilkins Financial And Saerch Committee Virginia Commonwealth University 901 W. Frindlin Street, Box 3026 Richmond, VA 23284-3026

VCU is on Equal Opportunity, Affirmative Action Employer
Woman and minorities are encouraged to apply.

mational Education / Administration: shing / Administrative Opportunities special For free descriptive brockers of all-addressed, attended exvelops: each of World Telectine, Box 1049, San so, Cultivaries 22112-1049.

Finding of Stock Technique, June 1864. San 1869. See June 2011. Se



STUDENT OMBUDSPERSON/ ASSISTANT TO VICE PRESIDENT FOR STUDENT AFFAIRS

> **Ball State University** Muncie, Indlosso

Hall State Inversity bules, reministra and applications for the mot-reum-traited by solidies of Sinders Onbadoperson/Assistant to Vice Presi-tion for Silmola Albar. Inspiration in Leutenian submitted inflor-tions are regarding of the solid properties of the solid properties interpreted to the solid properties of the solid pulley and procedure interpret-ted in and makes form another feeting while of a feet orbital-rative three energeous finals established to make any procedure interpret-ted on the solid procedure of the solid pulley and procedure interpret-ted queries of the solid procedure of the solid procedure of college or intervely tro-dwing molecular form of the solid. Mostric disperse of the solid procedure of the solid procedure of the multilation of every 200 molecular form of the solid procedure, and to the solid procedure of the solid procedure in the solid procedure, and to the solid procedure of the solid procedure in the solid procedure, vive Procedure In Solidar Miller, Administrate Indiago 200, Ind. State University, More & Indiago and the first Administrate Indiago 200, Ind. Solidar University, More & Indiago 200, Ind.

Hall State Proversity is an Equal Superturity. Althrustive Action Employed and is strongly and actively committed to alterestiv within its community.

## **ADMISSIONS REPRESENTATIVE** Wesleyan College

Newleyen Coape, the nation's oddes college chartered to grant degree to women, 'meter agalications for how Admissions Representable; positions,' testingwin assiciate, prince, faury-less residential college, is closed in the assumpts of Mazon. Georgia, a city of agronomistic y 15,000, alous 40 miles assumed through its 155-year of general, remissions committed to the mission of providing a suring liberal arts education in an environment supportive of venera.

recurrent Responsibilities Representing the College at varied functions; inidating and maintaining contact with students, parents and high school counselors, miletaining contact, with Weslayan Ahurreae Animations Representatives; interviewing and evaluating applicanes; coordinating programs in assigned areas and on cempus. Extransive zerot required.

and or Employ. Extraine pave required.

Qualifications: Bachelor's Degree moulmd. A demonstrated ability to plan and coordinate a schedule of varied archites. Candidate must possess excellent communication and organizational skills. Fluency in Spanish preferred for

one position.
Application Deadline: May 15, 1992.

Positions Availabla: July 1, 1992. Salary: Negotiable, based on qualifications and experience. Selection Procedum: Applicants should send application letter, résumé, and

## University of Wisconsin-La Crosse USER SERVICES COORDINATOR **Academic Computer Services**

Coordisate Uses Services activities, consulting, documentalism, operation of information center, and software licensing and distribution. In the consumer to the construction of information center, and software licensing and distribution in the construction of the comparison of the construction of the cons

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# Southwestern

## AT GEORGETOWN, TEXAS Assistant Director of Residence Life/ Resident Director

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luly 1, 1992. The Southwestern University Residence Life program is highly studence ented with a strong commitment in community and personal development the celebration of diversity and pluralism, and the poals of a selective act demic institution. This position has oversight of a co-ed community of 30 students in their ensidence halls including the inferty-art meri shall re-

outdets in their restletion hall including the fine-year search sale, all with minimum jumilitations include a landschoir skeper in jumilitation include a landschoir skeper in landschoir skeper in presidents with provings field their residence till been passed in the property of the residence till been passed in in operation and the property of the composition of the property of

## DIRECTOR OF RESIDENCE LIFE

OXFORD COLLEGE OF EMORY UNIVERSITY

Oxford College is the Iwo-year undergraduate division of Emol Innversity located Strailer year of Atlanta near Covington Bengin Highert offers a competitive blorral arts curriculum for \$20 freshingu and sophismore students. Dyartically off Hafied student live on courages in one of seven residence balls, providing both shighe sees and corel fiving arrangements.

The literator of Residence Life in responsible for all compa-brasing services, programs, and administrative procedure, and supervises three full-time professional staff live-int, manner staff, custodial contrartor, serverny, and 20 Resident Advisor. Huttes include staff soleribm and training, educational programming, publications, equipment/furniture purchasing, and soft order procedures. The Director is absent inpursant likesot to the Counseling Contex, Student Astronomy, and other Student Africa.

services.

Qualifications include a masters degree in Student Personnel or related field plus at least three years full-time residence lishnessing coperionee, Prefer esperience in staff supervision, programming, and lacilities management. Starting date: June 1 (negaliable). 12 month position, Sharry: mid to high \$20°E.

Application deadline: April £1, 1992. To apply send letter of application, resume, and three names/address of references to: Emory University, Employment Center, 1762 Clifton Road, Atlanta, CA 30322, Rel. Job. No. 130-4552MB

Emory University is an Equal Opportunity, Affirmative Action

**EMORY** UNIVERSITY HOSPITAL

## Director Master of Arts Program ANTIOCH UNIVERSITY

Beharr of Arm program is a unique limared-excellency program for adult when which enteraphy serves approximately 24% susteins in the United State of the Children and Armad Sandrian specificate or and Armad Sandrian specificate or and Armad Sandrian specification and Armad Sandrian specification and Armad Sandrian specification and Armad Sandrian specification and the Children Sandrian specification of the Indian Sandrian specification of the Indian specification and will be expected as provide strong a scalenus and administrations and will be expected as provide strong at Sandrian and Marian Sandrian specifications.

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light Bigind, and Artistoch Seartie. Be rande constitute will begin reviewing applications May 1, 1992 and selectime to receive and erview them turnit a candidate is relected. Applienting the complete remains and the native statement of mitrex and qualification, day with a complete remain and the natives, addresses, and kelphone makens of four references. Send constitutions and applications to:

Dr. Jon Saart, Scardt Committee Char School for Adult and Experiential Learning Angusch University 800 Leventine Street Yellow Springs, Ohio 45307

inisch University is an affirmative action, equal opportunity employer.

Applications from women and imposition are encurraged.



SWARIMORE COLLEGE is seeking an Assistant Disodor for Softward Foundation and Corporate Relations, which seeks 35 million annually from foundation, corporate, and sperament sources. Reporting to the Director, the stagestabilities of the position include. assistance in stagestabilities of the position include. assistance in stagestabilities of session for sources; monitoring of grant details and mand stewardships, development of proposal drafts and mand stewardships, development of proposal drafts and mand stewardships, development of grant stages described; season in mal production within settings described; sa satisfation of proposal davided and proposal davided proposal david

Requirements include Bachelor's dogroe and several years Inglimmants include Bechalor's degree and servinal years persisted in deviationaries cultilating writing and research side, ladying use of computers for word processing, driet enagrament and research sides, ladying use of computers for word processing, driet enagrament and research; ability to laugate competing sensities and meet deadlines; good human relations skills enaces by the interest successify! with leculty, stall and direx, for immediate consideration, please send resume the writing semples to: Associate Director, Othice of Prisonal Services, SWARTHMORE COLLEGE, Interfacionary, PA 18081-1397. EOE, women and minorities tolerands of the prisonal services.

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SPANS SAME SOLES A unit of the State University New York, Located in mid-Hade

Instructor Biological Sciences

Full-time, temporary position to year!. Contingent upon enrollment and budget approval.

Beginning Date: Full semes 1992-93 academic year. Tesch Hausen Biology and Anatomy and Physiology, Re-quired: Master's in Biological Sciences; minimum one year of college-level teaching. Preferred: Tanching experience is Anatomy &

leadline, April 22, 1992. Send cover letter, resum and agence of 3 references to Affir-metive Action Officer, Orange County Commodity College, Middletown, NY 19940.

An eliterative action/ equal opportunity ampliour

# DEPAUL UNIVERSITY

## PAYROLL MANAGER

We are seeking a Payroll Manager to be responsible for the supervision of all activities for a bisweldy payroll and for monitoring and updating the payroll system (HRS) activity. In addition, this person will monitor and insure compliance with applicable payroll law changes and governmental repositing requirements; prepare and submit Federal and State Tax deposits, quarterly 941's, Illinois State tax reports and annual payroll reports; hire, supervise and train staff.

The ideal candidate should have a minimum of 3 years payroll experience. Special emphasis on previous experience dealing with a mainframe computer system, HRS prefetred. Previous supervisory experience is needed and the ability to communicate well, both verbally and in writing.

Outstanding benefit program is available which includes basic hospitalization, 4 weeks vacation after I year, pension programs, free life insurance and tuition.

Qualified candidates please submit resumes with nalary history to:

Mr. Donald O'Boyle DePaul University 243 South Wabash, Room 600 Chicago, IL 60604

DEPAUL UNIVERSITY PRACTICES FIGURE, OPPORTUNITY IN EMPLOYMENT AND FIDUCATION.

## UNIVERSITY OF CALIFORNIA LIBRARY RESIDENCY PROGRAM

The University of Californa is pleased to announce in Library Relatively Program. This program is one speece of the University's constrainent to program. This program is one speece of the University's constrainent to grant in the program is one speece of the University's constrainent to grant in control in the University of the California in the University will only as a secondary compared to the University will only as a secondary compared to the University will only as a secondary compared to the University will only as secondary constraints, including a metter for the tow-virging regards, methoding to their qualifications and interest.

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## DIRECTOR OF HARDWARE SERVICES

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## Director of Student Development Services

University of illinois at Chicago

The University of Illinois at Chlosgo is a comprisherable public institutional Section and Section 20

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QUALIFICATIVES Cassidates must have a measter? degree in higher selucation or a metated site; however preference will be given to those the process of the pro

Bills y commensurals with qualifications and separations.

APPLICATION PROCESS: To moselve tall considerations, applications obstaining scores later, seamed and the names, addresses and tale obstaining scores later, seamed a real ten names, addresses and tale of the control o

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RULLETIN BOARD: Positions available

UNIVERSITY OF WISCONSIN - EAU CLAIRE

CLINICAL ADMINISTRATOR

COUNSELING SERVICES

CENTER FOR ACADEMIC, PERSONAL

AND CAREER DEVELOPMENT

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Reserving of Wisconsin-Eau Cloire is as EEO/AA amployer, and acumops applications from qualified women and minorities.

Financial Aid/Graduate Programs

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suprinous Allis Pooritals Sakry Empellithe Josed in experience and qualifications. Poolitic reliable beginning May 1 1992, Submit account and cover letter to Typing & Hasen, Diercole, Poolitical (Hac.) Internovath College, 465 Methon Hall, Hanover, NII 1 0 975–5517.

DIRECTOR OF

DEVELOPMENT

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Dartmouth College

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Sec. 179. 14.

Assistant Director of

## THE UNIVERSITY OF ARIZONA

Associate Director of International Programs

The University. The University of Arizona ranks in the top 15 public universities in easternal lunding. Outside RED lunding has bereased 277 per cont since 1932. These are more than 2,000 faculty members and 33,700 students, including 8,400 graduate audents, and 2,400.

Intercolational students.

Intercolational students.

Interest to La. 2000 Uneversity textily membros have instructional loss textured and capanias. They work in countries in every region of the world. An out student of the countries in every region and the students make being-term visits to the Unit will be very year.

The Position The Associate Discreto of International Programs works classified the Countries of the Countries

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The position is now, but need not remoto, our occidemity polessional (non-loculty) appointment. Persone whose profusation) occude would qualify their for feetily populationals care welforms to open, A provisional liscoit-your storting reliancy of Stational stores, and the stational stores of the stational stores of the stationary of the stational stores of the stationary of the

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Applications and Recipation Process. Applications on a commonlation
should be sent to William A. Welsh, Director of International Programon, The University of Attenton, Vugenz 102, Treason, A. 285.721, USA,
Series of opplications will begin April 23, 1957, and will continue
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## DIRECTOR OF DEVELOPMENT



Cincinnati, Ohio

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## RESIDENCE LIFE

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# **Northwest College**

## STUDENT AFFAIRS POSITIONS

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TO APPLY. Send letter of application; returns; college transcripts; names, addresse and statephone numbers of liber reference; and any other reference information; to care Reed-Scaler, Personal Offices, harthware College, 231 West Stath Stress, Powall, WY \$2455. Please returning appropriate Job 3. Applications received their April 21, 1955, resolutered at efficience of college.

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## DIRECTOR

## LOUISIANA SCHOLARS' COLLEGE Northwestern State University of Louisiana

POSITIONS Applications are invited for the position of Director of the Lucilians (Control of the Control of the APPLICATION: Send feiter of application, elsame, transcript, and three letters of accommendation by April 20, 1992 to: Or. Robert Alors, President, Northwestern State University, Malchisoches, LA 7147. Salapy Compositive.

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Ordigate degree, five years' experience in recidential ills, or other appropriate higher aducation experience, and a commitment to the refuse of undergraduote liberal aris aducation for women are destructed. Position available. Position available.

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Office of the Deen of Studente
199 Mery Lyon Hell
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Demonstrated supervisory and management skills.

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Selary: Selary will be dependent upon qualifications. It you are interested in accepting a challenge, send your current resume with cover latter, including selery history before May 8, 1932 to

M C. Cook
Vies President of Administration
Netional University
4025 Camino del Rio South
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## DIRECTOR OF TECHNOLOGY Northwestern State University of Louisiana

Northwestern State University of Louisiana Qualifications M.A.M.S. neglind, Octovaria preferred. Mare Hields of salary preferred leckade instruktual berhniutay, intercommunicational salary preferred leckade instruktual berhniutay, intercommunicational control of the salary preferred in programs of the salary intercommunicational control of the salary intercommunication intercommunication and salary intercommunication and salary intercommunication and salary compensation of the salary compensation of the salary compensation of the salary compensation of the salary compensation with salary compensation with all salary compensations with disabilities and experience. Application: Send believe of publication, relumb, transcripts, three leadings of the salary compensations with disabilities and experience. Application: Send believe in a publication, relumb, transcripts, three leadings of the salary compensations with disabilities and experience. Application: Send believe in a publication, relumb, transcripts, three leadings of the salary compensations with disabilities and requirements. A Table 1, readings, three three salary compensations in the salary compensation with disabilities and requirements. A Table 1, readings, three three salary compensations in the salary compensation of the salary compensations with disabilities and requirements.

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## Athletic Director

The Wichits State University seeks nominations and applications for a non-tenure track appointment as Athletic Director. The successful applicant will be an experienced leader, administrator, and fund reiser who understands and appreciates both the student athlete and the general rale of athletics at an urban university. Safary is competitive, and a bachelor's degree is required.

Currently, a university-led task force of Wichita business and community leaders is studying our entire athletic program for the purpose of evaluating the present situation and charting goals for a future sports program. The new Athletic Director should view this approach as an appropriete challenge and significant opportunity.

Wichita State is a Division IA school well known for basketbell and baseball, Community support is strong for our athletic, culturel, and educational programs. The enrollment of 16,000 is dispersed in six degree-grenting colleges (Liberal Arts and Sciences, Business, Education, Fine Arts, Engineering, and Health Professions) and the Graduate School. While located in en urban area. the campus maintains a park-like setting which displeys aur warid-famous autdoor sculpture collection, has its own 18-hale east course and University Club, and possesses a spacious physical fitness and recreation center.

With a population of 300,000, Wichits offers a pleasant mix of cultural and recreational events both urban and rural. The cost of living has remained moderate, and the area is a good place to reise a family.

Application deadline: April 15, 1992, Send letter d resume to Provost Rex L. Cottle, The Wichita State University, 1845 Falrmount, Wichita, Kansas

The Wichita State University is an AA/EEO employer.

## **Director of Student Development** and Ethnic Diversity Affairs

Eliran College, an independent, conducational, and selective indergraduate liberal arta college in autrheastern Obio in seeking caudidates to fill the position of Director of Sindent Development and Ethnic Diversity Affort position of Director to Student Development and Ethin, Diversity Affair, Applicants though days, a maintinum of 2.5 years, exprinctive a student affairs, prefetably in renderire the analog amin'ny affairs; a manimum of a Bach-for's degree [Master of edge e highly destrable] and position a transitivity to the inster of edgine product.

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comprise the stugles largest efforts (group on campus).

Aldefordully, candidates should have experience in built arteosing the freed of ethers infloring students and developing appropriate programs—poperation by in the reast of electricitual grant, accolorest della, personal developments, and scoos-cultural necess. This individual will also be expected to assist in the formation of repropriate grants white thereous of Carpustate and trousdation (Relations, Soine grants administration, where appropriate, may be involved as well. The Districtor reports directly to the Exact of Students methods at well. The Districtor reports directly to the Exact of Students. Interested applications durally values and extension read of superiors and teleptions principles of three reference by April 15, 1923 no. 197, Lyan Taylor, Associate Dean of Students, Hiran College, Hiran, OH 4324, Hiran College is an equal opportunity employer and encourages applications from women and influenticus.

State is no Spanic Depochasity. Affirmative Action conjugate. The conjugate is not been supported by the conjugate in the con



## Director of High Potential Program

The High Potantiel Program (HPP) has bean in place at Saint Mary's Cotlage at Celifornia since 1973 Belwean 25-30 Hodents from historically underrapresentiad groups are admitted each year into the program, which offers bridging opportunities for success in an institution of higher aducation. ted eten year mice properation are on higher addication. Intelligent with course of the properation of higher addication. Intelligent was current program and develop a long-range plan; Interact with a variety of cotlege services in the process of admitting, advising, and teaching of subdents and directing the program. Requires an M.A. administrating and contenting in programs for a track student propriations. Special sensitivity to the unique needs of Aslan, Bleck, Hispanic, and/or low-income students who are list in their landless are developed to the programs of the

Dr. Morlo G. Hernandoz Chair, Soarcis Committoe Soint Mery'a College P. O. Box 3316 Morega, CA 94575 (510) 631-4357

Soint Mary's College is Carbolic, coeducationel, liberel arts cottege of over-400 students (2100 undergreduate), operating of over-400 students (2100 undergreduate), operations of the college of the co



## Adams State College

Associate Director of Extended Studies

Position: in addition to day-to-day administrative operations, operations; operations of the control of the con

sterung July 1, 1992.

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## **PURCHASING DIRECTOR** University of lowa

The University is seeking a person to manage and coordinate all of the University purchasing functions. The Overlor ensures that the purchasing functions for the University according our efficiently and efficiency according to the University according to the University according to the University according to the University of the University according to the University of the University according to the University of the Universit

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tion to the purchasing functions.

The Purchasing Department has a stall of 32 persons, manages approximately 5200 million annually in purchases and is exponsible for the University Travel Center. The postnorn reports to the Decretor of Planning and Annihistative Services. The University of lows is a major academic and research university with a receives approximately \$1400 million in grant and it is reportunitely and in the control of the proportunities and optional control of the proportunities and control of

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## CALIFORNIA DEPARTMENT OF CONSERVATION

The Department of Curservation promotes fix were and productive tree of California's each resources for providing a thorough one-burning of cali-tics for the california of the california of

## ASSISTANT DIRECTOR DIVISION OF MINES AND GEOLOGY

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TO APPLY

Interested applicants should contact (916) 924-2300 to request a brochure. Résumé and references roust be received no laier than Tuesday, Aprill 21, 1992 at 5:00 p.m. Postmarks will not be accepted EOE/AA.



CORPURATIVE PERSONNEL SERVICES

## **ASSISTANT BURSAR**

Tuskages University Invites applications for an Assistant Burser. Responsible for esseiting with disbusement, billing, and Coleston et authority and funds, seeding with disbusement, billing, and coleston et authority and funds, seeding with disbusements of agency active drips and that of parties of test and therefore, properties assuments of authority and accounts and involved for parties properties assuments of authority and accounts and invitous for parties properties assuments of authority and accounts and invitous for parties and invitous for repulsions to the company of the billing distillusions.

## LOAN COLLECTIONS MANAGER

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## SCHOOL OF PUBLIC POLICY **GEORGIA INSTITUTE OF TECHNOLOGY**

The Georgia Instituto of Technology invites nominations and application, to the position of Orector of the School of Public Policy This position offers an opportunity for an individual with immensionated abuses to lead and manage a reputily growing Public Policy program.

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Richard P. Berke, Cheir
Public Policy Director Search, Code CHE-78
Office of the Deen of the Iven Alfen College
Georgie Institute of Technology
Atlante, OA 30332-0520

# Georgia Tech

## PROGRAM OFFICER

Program on Latin America and the Caribbean

SOCIAL SCIENCE RESEARCH COUNCIL

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Camildares should submit a letter of application, a sutriculum vitae, and thee letters ference in Program on Lulin America and the Caribbeam, Social Science Research Council, 605 Third Arome, New York, NY 10150.

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## Arkansas Department of Higher Education

The Arkansas Department of Higher Education is accepting applications for

**BULLETIN BOARD: Positions available** 

de following positions:

AMSIGNATO DERECCOR FOR PLANNING AND ACCOUNTABILITY
This position reports to the Associate Directory for Planning & Reverolt,
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GOIDINATOR OF TECHNICAL EDUCATION PROGRAMS

This praises reports to the Deputy Discense of Technical Education and will
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Candidates should send letter of application, résumé es curreclum vitae, and the names, addressen and telephone numbers of three references. Please address the position of fatecest on the envelope and letter by addressing

Arkansus Department of Higher Education 114 East Capital Little Rock, Ackansus 7220t Attentions Patsy Paladino, Possonnel Manager FOUND OPPORTUNITY PARTOVER



## Coordinator of Minority Recruitment

Connecticus Collège seels a highly motivated, naminative in-dividual to play in suportant role in all aspects of the Admis-sions (diffee with particulus responsibility for the recontinent of surmity studies. Strong writing and specking skills and a will impress to handle considerable responsibility our needed, as well the personal presence necessary is represent effectively the alues of an undergradume libetal arts education. The obility to respond to the concerns and interests of the minority comma at the College is crucial.

This position will be at the Assistant or Associate Director level, depending upon the experience of the successful applicant. Scril a letter of application, resoure and mautes of three references by April 30, 1992 sec

## Connecticut College

Director of Human Resources 270 Mulsegan Ave., Rosso 111-C New London, CT 06320

Connecticut College is an Equal Opportunity if

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## PROGRAM ADVISOR

## Indiana Memorial Union

Indiana University

The Indiana Memorial Union Invites applications for the position of Program Addoor with this Indian Memorial Union Board of Disactors. The Indian Adentical Union is a complete college urton severing the needs of the Bloose-discount of the Company of Indiana University. The position reports to the Assistant Director for Program Survices and a subsequence, including a continuous control of the Company of the C

opponiment.

Job Summery: Responsible for advisament of assigned Union Board Diser-tors, their program areas and comedities volunteen? Hant leadership netroits, classes and seminast for students involved in the organization. Assesses sub-ent developmental needs and implements action steps to allow maximum growth in students assigned its considered a program resource person to program reaso of the Board.

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Qualifications: Master's Dagner in College Studani Pemonnel or related field is preferred. Bachelor's Dagner is required A strong background in college unions, suddern activities, and programming in destraints. Must be able to be colleged to the college students, and programming in destraints of the college union index in a major university section.

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Selery: \$21,000 00 Starting Dete: dune 15, 1992 Selenys 221,000.00 Starting Date: June 15, 1992
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# CHAMPLAIN

## Director of Continuing Education

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Send resume, cover letter, and NAMES of 3 references by April 24th to Oolly Shaw, Personnel Director, CHAMPIAIN COTTEGE, P. O. Box 670, Burlington, VT 05402, EOE.

## DIRECTOR OF LEARNING ENHANCEMENT CENTER

Indiana University et Kolomo is sedeing e Director for its Lewning Enhance-ment Center (LEC) The primitry lanctions of the LEC are to take al-field students and to domitted religional footenment facial in managing the LEC, the Director will supervise staff, create and implement a student prosper-ceolation system, provide featibactic and nametics reprov, establish trainings conduct versions, and monogal the blooking flow important substitute activities, and the interesting that the techning is a diverse and calabilinging situa-

derit body Qualifications A doctorate in adult education, educational psychology or rela-vant discipline. Deerconstrated success as a leacher, involvement in program-end curriculum development, expenience at the administrative level in a learn-ing center. Appropriate experience includes placement leating, evaluation, passessmant, budget management and supervision.

Compensation: Competitive and excellent trings benefits.

Companisson: Companisson et autoris a super centeral indiana University at Kolomo, Costeti ontro fi olidanapolis, is one ot eight Indiana University compuses. Total compus excellment is approximately 3,800 fulls and part ima students. All students are commuters, and a large percentage are working adults over age 25.

To apply send a leiter of npplaction, résumé, and names and blephone numbers of three references to Shiley Wilson, Director of Personnel, 2900 South Weshington, P. O. Bas 9003, Rokoron, bl. 46609-9003 To be assured of receiving consideration, nérumá should be submitted by April 10, 1992.

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## DIRECTOR OF LIBRARY INFORMATION SYSTEMS

The Listory IS Director provides leadership for this information systems brickens throughout the University Library system and series as a member of the Library Administrative Council time senior management report of the Library Administrative Council time senior management report of University Library. The IS Director participates all this highest levels in prisoning and feeds in the deep and received and exception of exception and easy pour sea content. aris easis in the deep and detectation of evoletic and easy to use accreent or information process with a set lined with information process timp access and develop systems with a set lined with university methods, done compast informational utilized, and with impostant external comparignment of the section also services with service title-estimation comparing manages and that Associate Deass for solvice comparing in high Neel planning to campast with accent comparing or solvices comparing on the planning of the section of th

The Library IS Director respits to the Vice Project and Director of Litzary. The IS Director supervises a stall of about note FTE in convening the Library's long time vision and plan into information communication and managenized information systems which will retail in more effective and different study and research by the university community

## DUTTES:

- Provides leadership in planning, design, implementation, support and evaluation of all Library automated systems
- Manages staff clearly, collegially and sargothly
- · Manages linancial and electronic resources for optimal cost
- · Provides for the design, coordination and support of computer
- laboratores throughout the Unitary system.

  Serves as principal Library representative on university Library, and
- uxternal committees and working groups.
- . Scans the technology and Library environments for systems and information sorvices advances, and continuing input of potential

## OUALIFICATIONS:

QUALIFICATIONS:
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## SALARY: Tourner-mote with qualifications and experience.

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## DIRECTOR OF BUDGET

## University of California, Santa Cruz

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UNIVERSITY

**#DUBUOUE** 

DEAN OF THE SEMINARY/

UNIVERSITY VICE PRESIDENT

The University of Dubuque Theological Seminary, founded in 1852, a seminary of the Presbyterian Church (USA), is seeking explications for the position of Dean of Seminary and Vice President of the University. Minimum qualifications in

Yee Pressors of the University, Austinum quantications in-clude an earned doctorate or its equivalent; eppropriete admin-istrative background, and education and experience requisite for faculty rank in the Semiosry, Ordination in the Presbytenan

Church (USA) is required.

The successful candidate should be a person who can relete

In accessive monotone month of a person who can roles effectively to the Presbyterien Church (USA), its leadership and governing bodies; to those in the Church for whom traditional values and aprimula formetion ero important, and to the lerger ecamenical community which is served by the Seminery, He she must above the overall commitment of the Seminary.

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proparation for patish ministry and to a global perspective on hemological education, and he support wor is he had his large, as well as Native American and Methodist pringsoms. Holden must be prepared to work in a collectively content in Mode and cooperation with the University of Disbusys College of Liberal Ant. The applicant must bring demonstrated estimations to the position, including atrong leadership stillie excluded with an open collegial system, leadership stillie excluded with an open collegial system, leadership stillies related to the position of the control of fund-ministing and public actions for the Seminary Applications are now being accepted and will be reviewed until the position is filled. Send letter of application and restauraes, including his names of a less the or references to: The University of Dubusque

The University of Dubuque 2000 University Avenue

Dubuque, Iowa 52001-5099

ASSOCIATE DIRECTOR, SCHOOL OF NURSING

(Head of Articulated Associate & Baccalaureate

Completion Programs)

**Ball State University** 

Muncie, Indisna

Missien, Indiana.

Missien University is working application for a fiscal year, immeritarily publican as associated silencies, Schned of Nurring and administrative head of the artificated associated with boundaries completion programs. Compared to the artificated associated with boundaries completion programs, and the artification of the artification of the artification of the artificial programs, and an AFA curveilled Incodamental continuing education program, and an AFA curveilled Incodamental continuing containing and artification of the artificial programs, and artificial programs of the artificial programs and inclusives of the artificial programs of the artificia

Ball State University is an Equal Opportunity. Afternative Action Employer and is strongly and actively commuted to diversity within its community.

## Student Affairs Positions

Loyala Onteersity, a Catholic desuit institution of 5 1000 students, \*eeks qualified applicants for the Kilkoving positions:

# DIRECTOR OF JOSEPH A. DANNA CENTER & STUDENT ACTIVITIES |PostHon #SA-1)

The doseph A Dones Center, active of 100 MeV of the was opened in 1963. The Director is represented to the Vice Provident for both the pregenerate of the Center of the Center of the Center of the Center, is reflected supervision of the Center of the Center, is reflected supervision of the Center of the Cente

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Qualifications: Minimum of an advanced degree in College Student Pertonnel or a related field. Manerum of seven years of full-time, diversified 
experience in the college union field indicer significant experience in other 
oreas of lighter education administration.

ores of legar conducted at the ACU-I Conference. Applicants should indicated if they will attend ACU-I.

## ASSISTANT DIRECTOR FOR RESIDENTIAL OPERATIONS [Position #8A-2]

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Qualifications: Master's degree in College Student Personnel or related field preferred. Minimum of two years of full-time professional experience in a relatence half staff position. Good organizational skills, strong attention to residence half staff position. Good mg detail, and computer literacy required.

For either position, please send a letter of application and detailed resumé of relevant prohissional experience to

Imployment Coordinator Position # Loyola University, Box 16 New Orleans, LA 70118

APPLICATION DEADLINE: APRIL 15, 1992

LOYOLA IS AN EQUAL EDUCATIONAL OPPORTUNITY UNIVERSITY

## DIRECTOR OF LIBRARIES

The Director is the chief administrative and academic offices for the Marcy College Libraties, reporting the recity offices for the Marcy College Libraties, and controlled the Director is responsible for the Main Libraty, three Brench Libraties, and cervices to extension files, including nice consciously acids for the process in responsible for the controlled lacifies. The Director is responsible for the control lacifies and the process in the control lacifies and the file of the control lacifies and the control lacifies and the development of collections and academic and view to ver 5 (500 undergradual exist), research, and publications, experience in menagement and budgeding, and proven anality of profittes and edigit to change. An earned octobrate is preferred. Salary is in the The Director is the chief administrative and academic

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The appointment le sifscilve June 30, 1992. Applications should include a letter, resume, and the names of twee telesences. Please address applications end nominationato: Search Committee, Director of Librariea, Warry College, 555 Brosciwey, Dobba Farry, New York 1997.





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# UCLA

## RESEARCH COORDINATOR **UCLA BUSINESS ENTERPRISES**

Reporting to the Director of Research Training and Development, in-referrent division's research and development ellouts including assis-tance of imagings in identifying bildiomation needs and developing research plans in response designing survey and observable of collecter collections, coding and assistance planning, presenting and interpreting extractions are applicable to planning recommenda-tions from chain and participating in pissuing efforts.

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Salary: 83, 190-34, 725/mo. To apply, send resume and cover letter detailing qualifications for postilor to Peggy Sundstron, UCLA Business. Enterprises. 270 Defecto Pr. Los Angeles. CA 90024-1387. UCLA. Advancing Excellence Titrough Diversity.

## Staff Consultant

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The person chosen for this position will report to the director of the Urah Supercomputing Institute and will be responsible for the training and supervision to the USI help desk countrains regarding statistical problems. He She will be responsible for the seteration of the wateriral software to be She will be responsible used for the USI.

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## Director

## MBA Program in Health Services Management UNIVERSITY OF DALLAS **GRADUATE SCHOOL OF MANAGEMENT**

The Graduete School of Management offers MSA programs in eleven specialized fields, one of which is Health Services Management. Eighty-four students are currently entitled in this part-time syeding program. the Director is a full-time member of the GSM faculty who supervises the program's curriculum and traches here courses. Heishe also recruits and advises students, and provides liaison between the University and health care organizations.

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pplications should meet these requirements:

• a Ph. D. in ediscipline related to Health Services Management,
or an M.D. degrees plus
• experience in the management of health services organizations,
or related consulting experience; and
• teaching experience in this field, preferably at the graduate level.

Applicants are invited to send their résumés to: Dean, Craduate School of Management
University of Dallas
1845 E. Northgate Dr.
Irving, TX 75062-4799

The University of Dallas is an equal opportunity, coeducational Catholic institution of higher learning in a suburban locellon ten minutes from Dalles/ Fort Worth Internetional Airport.

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Director

Center for the Performing Arts

UCIA veets a Director for the Center for the Performing Am, an internationally recognized program serving the academic and cohereised gods of the University and providing ourstanding cultural programming opportunities for the consumating. Reporting on the 1-can of the School of the Arrs, the Director of the Coster is an important leadinghip position in

The Director will provide imaginative and creative leadership in the the traction was provide integrating and creative Editiviting in the development of the Cettic's engineering that the program reflect red enhances the campus' controlled goals and professional activities, and it responsive to the discrete cultural and artistic nailies of the rampus and the City of loss Augeles.

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Applications and nomintrious should be submitted by April 25, 1942 ac Screening Committee, Director, Center for the Performing Arts, do Marshe Fractor, 3109 Marphy Hall, University of California, Le Angelec, 405 Higherd Arense, Low Angelec, 405 May 2024-1407, Aff. Ac. Emp. 11/13. Advancing Excellence I homagh Diversity.

UCLA

# ST. SCHOLASTICA

## COUNSELING CENTER DIRECTOR

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The College of S. Scholestics is e smell, coeducational, Benedictine college which seeks to integrete liberal learning with professionel proparation. It is college offers both graduate end undergraduote programs. Located on shores of Lake Superior, Dufulh, Affinesota serves a c regional medical retail certer and on a haven for outdoor enthursets and vacational.

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## Coordinator for Affirmative Action (Higher Education Coordinator B) Salary Range: \$35,977-54,930

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May Herndon
Administrative Staff Specialist
State Council of Higher Education
101 N 14th St
Richmond, VA 23219

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## Assistant Director of Financial Aid

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RESPONSIGILTIES: Adold the Disector of Financial Aid with the administration of all recent, State and Implaudional Prancial Aid Programs. Particular and a large state Scholarships and Teledia and Sazet Coan Programs. Other duties with inductive review of financial aid feet in protein proteins on the control induction and a sweet for financial and the comprehension processing of immension and a sweet for inductive aid and comprehension of the Comprehension of the

Financial Aid Office.

OUALIFICATIONS: A Bachelor's Degree required, Master's Degree pre-ferred, in Business or a related erea. Two to three years' financial aid experi-fence required. Ability to relate to diverse student population, excellent onla and written communication salifit, and ability to cooperate in the planning and implementation of the goals of the Distinon of Subort Service, are essential implementation of the goals of the Distinon of Subort Service. SALARY: \$28,000 to \$34,000 per year, plus benefits

TO APPLY: Letter of Interest and résume must be postmarked no later than April 17, 1992. Three letters of reference and original college transcripts required. Apply to:

Nancy Ferguson, Director of Human Resources MOUNT WACHUSETT COMMUNITY COILEGE 444 Green Street Gardner, MA 01440

Mount Wachusett Community College is an Affirmative Action, Equal Opportunity Employer, which actively seeks to diversify its workforce

## STUDENT ACTIVITIES/ COLLEGE UNION

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EXECUTIVE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS AND RESEARCH

## School of Medicine University of North Dakota

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Candidates must law on ensured decicints (i.e., M.D., Ph.D., Ed.D.), &c. qualitied for like beating make of full professor and have a process record to the blockping or research in the blockping stores prior medicine, and have a record demonstrating appeliance in madical school administration, predenably in producing callular and research.

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Nominations and applications are derived by April 20, 1992, met rheald be sent directly to:





## DIRECTOR

## **African American Education Office**

African American Education Office
The Intensity Vityoning seeks all minicalisely remarkles andistant with
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logical University is an equal opportunity educational institution, equal opportunity amployer.

Call (2021) 287-292 (our 24-hour-heaethors activoted a nonmarte line) and request Vacasiry Announcement #EV-03-25, unit a general properties of the neutrino for the position of the position



## Dean of Human Resource Development **Brookdale Community College**

Lottors of application and noministion are invited for the position of Osan of Humun Resource Development. The position is responsible used allowed to pleasance administration, himps, salary and composition menagoment, and contract management and with piley a major leadurabing him is human resource development planning. The position is a senior bord information of responsible to the Proadont and Is a mamber of the President's Cholinics.

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Provides to an innovative and compinensia vo pon-admissions, two-year college of loring AA. AS., and AAS. degrees and certificate programs in sproviments by Goodenic eras. The campus is forcind in an altractive size of Mommouth County, New Jursey, 50 miles south of New York City. The county's positions which provide education to the unban communities of the county. The College enrolle approximately 1,500 credit sudenist (7,500 FEE) and 2,000 subsorption provides devication to the urban communities of the county. The College enrolle approximately 1,500 credit sudenist (7,500 FEE) and 2,000 subsorption non-credit programs. Brookusto engloys opproximately 1,300 finit- and part-time stalls.

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APPLICATIONS
The review of credentiata will begin on April 20, 1992, and will continue until the position is filled. Nominations and opplications chould be sent to:

Or. Websiat S. Trammell, Chair Human Rasoutce Cavolopmani Sasroh Cox Grookdole Community Colloga Newmas Springs Road Lincrott, Naw Jarasy 67736

All inqutries, nominations and applications will be held in the strictest confidence. Stocktiste Community College is an aquel opportunity, silimative action amployer, and actively seeks nominations of and applications from minority and female candidates.

## ASSOCIATE DEAN OF STUDENTS

The CUNY Medical School /Sophie Davis School of Blumedical Education is seeking on individual with interest /experience undergeduction medical education to serve size Agent and the server of the ser eloly activities

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Successivi applicani will hold o Mastor's degree in Educafion or ical'h related disciplines and si losa. 8 yeans esperience
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Salary range is \$70,220 to \$92,228, commensured with
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eurriculum vitace, and references by June 5, 1992 to: Dean
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Medical School, The Sophie Davis School of Biomedical
Education



The City College of New York ISSth Street and Convent Avenue New York, New York 10031

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## PURDUE UNIVERSITY CALUMET Hammond, Indiana

plications and nominations are invited for the position of: DEAN OF THE SCHOOL OF LIBERAL ARTS AND SCIENCES Starting Datu January 1, 1993

The School of Librail Arts and Sciencius Includes tight departments. Butweel Sciencius Biology, Ciminstry and Physics, Communication and February Center and Particles, Communication and Hard Sciencius, Biology, Ciminstry and Physics, Communication and Hard Sciencius, and Martin Propriety Linguistics and Library and Political Sciencius, and Martin Martin, diagrams are offseed in 51st areas. The School also include the Ordic Lare Center, the Family Storles Center, the Certonicopy Centur, and Woman S studies. It fall into the Center of the Cente

communer university of 9,000+ full- and part-time students. The successful candidate will have the following characteristics: 1, in earned chorcoaste in a discipline within the purview of the School. 2. a. more promise administration of the students of the Chronic students of the Chronic students of the School of the

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3. a demonstrated commitment to excellunce in academic programs at all levels

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4. a commitment to making higher education accessible to the culturally diverse constituuncies served by PUC.

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Applications must include a lettur ol application including a personal statement ol qualifications a statement of the applicant's prilicophy of academic administration in an unban unbestight, a cutoficiam which and names, addresses and telephone numbers of the government of the profession merchanistics. Review of applications of the profession of the profess

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Hamilton College, chertered in 1812 and located in Central New York, is a highly selective, coeducational, indupendent, residential, liberel arts collegu, with 165D students, and is an Affirmative Action, Equal Opportunity

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Nomination or application, résumé, and the namos ut tieve references, should be sent to jun Coatey, Osan of Studerts, Hamilton Cullege, 198 College Hill RG. (Linton, NY 13323 by Agril 17, 1932; Women and micro

## CLARK ATLANTA UNIVERSITY DEAN **SCHOOL OF EDUCATION**

Clark Alfanta University is speking or dean for the School of Education. This dean is the child administrative officer and academic leader of the School and reports in the Child administrative officer and academic leader of the School and reports of the School and Scho

base of the School's programs. Qualifications standed doctave in a field of exication. A record of successful experience in freeling, educational management and indensity as the collapse of the collapse of



Chesapeake College P. O. Box 8 Wye Mtils, MD 21679

Counselor

This is one of two counseling positions which provide educational, personal and cause counseling to a diverse student body. Commotors provide stellar positions should be provided by the provided by the provided by the provided by the should be greatly little and the provided by the provided by the registration, and recording as necessary. Related distent include program develop-ment, administrative assistance as well as college committee participation. Regatred: Master's Degree in Counseling, student services or closely related

Note 1 Destruct Minimum of 5 years of prior experience working with students (prein-ably it a community college level) and a program record or withining a wide range of workings and servicia. The steal conditates will posters significantly experiences in widetermal and assessment and student effects administration.

apperence.

Sallery: \$31,294 to \$48,548, with a starting salary not to exceed \$39,940, subject to final budget approval, and dependent upon qualifications and experience. It have being the provided the provided to the prov

## Associate Dean for Business and Technology

Chesapeake College has an opening for Associate Dean for Business and Technology. Thu Associate Dean will be responsible for overseeing the administrative buriouting and academic duties of the Business and Technology cluster. Required: Master's degree in business or technical field; teaching and administrative uxperience in career and technology education; evidence of teadership is career and technical education.

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Submit letter of interest and resume, stating position applying for, to: Mrs Shirluy C. Petchett
Personnel Department
Chesapeaka College
P. O. Box 8
Wye Mills, Maryland 2167!

For primary consideration, résumés should be postmarked by April 16, 1992. However, position will remain open until illed. Candidates who are considered for an interview must furnish a copy of all trensuripts at stree of

Female and Minority applicants are encouraged to apply

## DAYTONA BEACH COMMUNITY COLLEGE DEAN OF ARTS AND SCIENCES

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programs;
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Candidates should have the following minimum qualification.

An extend doctorate;

Successful administrative experience in an academic satting;

Successful seefing experience, preferably at a horouser soller.

Salary is low to mid 60's

Applications must include a cover letter and resume with names, addresses and phone numbers of thee related to Closing date is April 30, starting date, August 1, if possible, Minority applicants are strongly encouraged to per-laterasets applicants please advint resume to: Hummit-rouse Department, DATTONA BEACH COMMITTON COLLEGE, 1200 Volusia Nav., Daytona Beach, FL 3316.

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## GRADUATE SCHOOL OF MEDICINE

## THE UNIVERSITY OF TENNESSEE MEDICAL CENTER AT KNOXVILLE

The University of Tennessee Medical Center at Knoxville, a mejor component of the statewide pe-tient care, education and research progrems of the University of Tennessee, Memphis, invites applica-tions and nominations for Dean of the Greduete School of Medicine.

School of Medicine.

The Graciuset School of Medicine end the 602-bed
University Memorial Hospital comprise The
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This Center originated in 1956 as The University of
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Since its origin, it has been en active tertieny cere
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The Graduate School of Medicine was established by the University's Board of Trustees in 1991 to be the ecademic home for epproximately 150 full-time faculty physicians, dentiste end basic scientists who ere located et the Medicel Center. The Graduete School's primary missione ere in greduate medicel and dental education and in clinically relevant

The Graduete School has ecademic departments of anesthesiology, family medicine, internel medicine, medical biology, beletrics and gynecology, orel and mexilibracie eugery and general denietry, pethology, pedietrics, radiology, and surgery.

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The candidates must have en M.D. degree and be quelified for the renk of Professor. A strong record ot reseerch end teaching eccomplishment with substantiel ecedemic administrative experience is

Applications from women and minority cendidates are encouraged. Candidetes are invited to send their curriculum vitee and nemes end addresses of three reterences to:

Deen'e Advisory Committee Edward Buonocore, M.D.

THE UNIVERSITY OF TENNESSEE Medical Center of Knoxville

1924 Aicoe Highwey, Box U-105 Knoxville, TN 37920

Deadline for applications le July 1, 1992. The University of Tennessee is en Affirmetive Action/ Title IX/Section 504/ADA Employer.

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A letter of application with a Custom-fun wite, the name of these reco-erces whould be sent to Professor Mi-thed Grow, Head, Doutliness of Visual Alts, Menotral University of Newtouristand, Sir Walterd Coppelle College, Corner Brook, NF, A2H 6F9. In accordance with Canadian limiting a line requirements, this adverticement is directed to Canadian charms and per-ntanent residents of Canadia.

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THE DIVISION: The Associate Dean of Instruction, Academies, will be responsible for the following departments: English/Foreign Languages, Fine Arts and Social Science, Physical Education and Recreation, and Science and Math. The four departments have 42 failtime and an average of 60 adjunct faculty members.

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To find out how you can become a member of the team, contact the Personnel Office at 1525 E. Weldon, Fresno, CA 93704, or call them at (209) 226-0720

## Vanderbilt University ASSISTANT DEAN FOR ADMISSIONS AND MINORITY AND WOMEN STUDENT AFFAIRS The Graduate School

Duties Coordination of admissions process for 42 graduate departments and programs—supervising a time-member staff and working with all directions of graduate studies, recruiting graduate studies, and reviewing directions of graduate studies, recruiting graduate studies, and reviewing programs—altereding regional and national res for inhority beloositip propagates, withing gratist and reports. Studient allativisoports—count self-graduates and working with graduate student groups. Forsibility of teaching in the successful candidates 'skilled' and studies and working with graduate student groups. Forsibility of teaching in the successful candidates' skilled.

iffications: Ph.D. required, preletably in an arts and science discipline.

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## CASTLETON STATE COLLEGE

## **Associate Academic Dean**

Twelve-most administrate appointment. BEFON/SBILLEY, Audits the Ocean in the daily administration of the excelency programs of the College words with Facility members, continues and departments or conficuse as variety of students administrates and departments or conficuse as variety of students administrated functions including the coordination of the basic shall program, CLUM/CDIO-SA replicated must have an leng some administrated experience delateds. The successful candidate will have atoning interpresental sides and earliey or state electricity to vades variety of students and lacing, sectional CS souther basic will have atoning implications will begin on April 15, 1992, Sand letter of application, returned and free letters of reference to to, I stooph 1. Med. Academic Dear. Caletton Side College, Castloon, W G932.

SEARCH RE-OPENED

## THE COLLEGE OF SAINT ROSE

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## Dean of the School of Math and Sciences

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Qualifications:

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an record of successful college leading oud commitment to excel-

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The position will be available July 1, 1992. Applications will be kept in confidence and will be accepted until the position is filled. Candidates should subnit a letter of application, a résuaré, and the names of of least three references with addresses sail phone numbers to:

Andre Core
Vice President for Academic Affairs
The College of Snint Rose
432 Western Avenue
Albany, New York 12203

Equal Opportunity Ecoplayer, Muserities and was

Nursings College of the Rectwoods in Buro-ty. California, needs. Nursing Jostroctor, Medical-Sugale Needing. Pul-Jone tensure track position on the benuital Pacific North Coast, 329, 122 to 544,998. Startt At-mui 13, 1992. Aprillosation deadlast: April 13, 1992 by 500 p.m. J. Ottet is replication materials: Personnel Office, 733 Forn-lan Will Road, Eureka, Collinele 9230; 1

(1997) 445-480. EOE.

Nursing: Fill-ton, return-track faculty, positions in Psychology-Aberral Health, adult households in NLN-accrafted bearanged in NLN-accrafted bearanged in NLN-accrafted house rewirlights in August, 1992. Ministra in Nursiau with a calculated ambasis near acquired. Doctared duture preferred. Acquired, 1992, and a contract of the contract of th

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## **CANISIUS COLLEGE**

The Jesuit College of Western New York

## Vice President for Academic Affairs

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Application Procedure: Clouing date for applications is May 1, 1992.
Salary is commensuate with experience and qualifications, plots osciel-lent fringe hercits. Applications should linkled, a circural resulter and the manes, anknows and telephoten numbers of all least three protes-sional references. Ensures College employs only persons bevelolly as-thonized to work in the United States. All syndried persons to recover-aged to apply Correspondence though be addressed in

agol to apply Correspondence transa to autrosseu to.
Thomas E. Miller
Vice Tresident far Suadent Affairs
Chair, Soarch Committan for the Vice President for Academic Affairs
Cansias College
2010 Main Street
Bullalo, New York, 18208
(718) 888-1230

An Affirmative Action, Equal Opportunity Employer

## ASSOCIATE DEAN FOR STUDENT AFFAIRS School of Business Administration (SBA) California State University, Sacramento (CSUS)

Reporting to the Deen, the Associate Daen is responsible for a broad range of ecademic programs and administration of student programs (i.a., advising, interne, recruitment, atc).

qualificationes. An empropriete doctorete degree. with preference given to candidates holding e terminel business degree, and evidence of demonstrated administrative skills, academic describing, and affectiveness with etudents in a divarse environment. Salery will be commensurate with experience and qualifications.

Application desdline is April 15, 1992. Send Application latter, current returne, 3 recent letters of recommendation, and transcripts of Highest degree earned to: ADSA Search Committee; School of Businese Administration; California Stote University, Secremento; Secremento, CA 95819-6088.

CSUS is an affirmative action/equal opportunity apployer and has a strong institutional commitment to the principle of diversity in all arose. In that applict, we are particularly intercated in receiving applications from a broad spacture of qualified poople, especially underrappresented end victome or time, success, disable display (victors, etc.) and victors are applications from a proper application from the properties of the diversity of a california. CSUS hires only those individuals who are iswfully authorized to accept employment in the United States.

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## ASSOCIATE DEAN College of Information Studies at **Drexel University**

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CENNESSE COMMUNITY COLLEGE in pleased to announce two Associate Darin openings. Each incumbents have accepted particulars a chief acception of their act other community colleges. Associate Darin of Curriculum & Instanctions Torred dectorate in administration with work in curriculum and faculty development and instructions idealing. Profess five years of combined experiments and instructions designs, Profess five years of combined experiments are considered and an acceptance of the community of

capacity. Competitive salary based on background and experience; anticipated hiding range from #46,000 to \$47,000. Excellent frings barn-background that packages. Committee review of special control of the package. Committee review of special control of the package of the pac

## **DEAN OF STUDENTS**

Duties: Kendeli College seche a student affairs administrator of the college. She disects end coordinates non-exclemic student like and programs. Responsibilities include all student sold, internums shiftler, religious, sutulat and service programs: residence hall operations and programming student operations and operations and operations and programming student operations of government counterlies and critic intervention; student publications; and other administrative duties. The bean reports describy to the Persiddent end supports describ publications; and other administrative duties. President end supervises a stall of 2 head residents and 0 stations and stations. Qualifiest tools withinsimum qualification include meants\* deager in student personnel or stelland degrees, there is he variety instruent experience, and computer literary in word processing and systeelander opportunities. Kennfall Colleges is located in Exemptor, Birock, sorth of Chicago on Liefe Michigan. It has reproved melty discovered and object in three devictors when the studies, business, and The Colleges School. About 125 students have on company. The colleges is related to the United Methodoth Chemical Paris and Colleges is related to the United Methodoth Chemical.

Starting deta: July 1, 1992. Send letters of application, résumé, end list of references to: Thomas J. Berr, President, Kendall Collège, 2408 Ortington Avenus, Evasion, librois 60201. Woman and minority candidates urged to apply AA-EOE.

String is not of the table-tender product in the control of the co

# Associate Dean For Technology

Waubonsee Community College seeks an in-dividual with a Master's degree in Technology or related Industrial Technology field, or a Rachetor's degree in a technical area with a Moster's degree in Education or an appropriate telded field. A minimum three years full-time cammunity college experience as an instructor or administrator plus successful work experience in business or industry is also required along with two years community col-lege administrative experience at the departiege administrative expenience at the department chair or program coordinator level or higher. Comparable business or industrial man-ogement experience may be considered.

The qualified candidate will supervise 12 fulltime and 45 part-time faculty. We affer a salary in the range of \$41,000 - \$46,000 for this 12-

Waubonsee Cammunity Callege is a fully acwauponsee Cammunity Calege is a tury de-cedited cammunity college located 40 miles west of Chicaga with a headcount enrallment of 7,000 students. The college is located in one of the tostest growing Chicago collar counties and operates a fully functional area telecommunications instructional system

College application form, personal resume, and confidential records must be delivered to the Office of Human Resources before 4:30 p.m., May 1, 1992. Send applications and

WAUBONSEE COMMUNITY COLLEGE

Sugar Grove, IL 60554 (708) 466-4811 Ext. 214, 215, 367 equal opportunity employer m/i "In Search of Excellence"

## The University of Illinois at Chicago College of Pharmacy VICE DEAN FOR ACADEMIC AFFAIRS

The University of Illianis as Chicago College of Pharmacy invites applications and automatations for the position of Verc Dean for Academic Assistant Julius is steme level administrative position and the College acres and reduct with desponsariated marines and principles and the College acres and reduct with desponsariated marines and particular and invitation and particular and an application and reservich. The Virc Dean for Academic Affairs is the Chief academic and reservich. The Virc Dean for Academic Affairs is the Chief academic companying on the Dean for Academic Affairs is the Chief academic companying the College and College

The successful candidate with have a doctoral degree and a record of scholarly achievement required for a tenured appointment at the rank of full professor. Preference will be given to enabledise with a degree in pharmacy. Superior nanagerial, analytical, communication, and interpresonal stalls, high enables analogicity, and a commitment to interesultant all decret year decision.

The Vice Dean for Academic Affairs must have an understanding of and commitment to the musticu and goals of this institution and the ability is work across schedemic disciplines in support of improving curriculum, teach-ing performance, learning, and assessment. The anticipated statting due is August 1, 1925.

Interested individuals should submit a letter of application together with a curriculum vitae and the names, addresses, and telephone numbers of these references no later than May 8, 1992, to:

# Dean for **Academic Affairs**

BULLETIN BOARD: Positions available

Samuel Merritt College (SMC), located in the San Francisco Bay Area, is a small, growing, accredited independent college dedicated to the health sciences. Affiliated with a major metropolitan medical center, we offer graduate study in physical therapy, undergraduate study in nursing, and will offer a graduate program in nursing beginning fall, 1992. We are currently seeking a Dean for Academic Affairs to apply demonstrated leadership, vision and energy to promote the college's vitality, integrity and advancement of academic programs.

As the selected candidate, you will plan, develop and implement academic programs, and assure they are conducted in keeping with our institutional mission, and regional and professional accreditation standards. You will recruit and develop outstanding faculty and staff, and design academic policies and procedures. Developing learning resources including the library and computing facilities, as well as managing the academic divisions budget will also be your responsibility.

To qualify, you must be committed to academic excellence in higher education and the health sciences, and have an earned doctorate in an appropriate field with a distinguished record of teaching. An active scholarship commensurate with the rank of associate or full professor, and progressive, effective experience in academic administration, including positions at the dean or equivalent level are required. Experience in program development, strategic planning, accreditation, and excellent written and oral communication skills are also necessary.

Samuel Merritt College offers excellent benefits. Salary and rank dependent upon qualifications and experience. Please mail a letter of application or nomination, current resume, and a list of five references by May 1, 1992 to: Sharon L. Diaz, President, Samuel Merritt College, 370 Hawthorne Avenue, Oakland, CA 94609. Phone: (510) 420-6012. Fax: (510) 420-6025. Samuel Merritt College is an equal opportunity employer.



## POSITION ANNOUNCEMENT

POSITION: Dean of the College of Education, Utah State University

INSTITUTION: Unh State University is one of two major state supported research universities, as well as the lond great institution in the State of Unh. The University is faculted in Jogan, U.c.h, a city of 33,000 stated in Academy of the University of States and University of Stat

MAJOR DUTTES AND RESPONSIBILITIES: The Dean is the chief academic officer of the College are reports directly to the Provent. The Date is requisited from the East and College and, reports directly to the Provent. The Date is requisited for a faint similaring all appears for the College and for providing leakershap in all spects of a schee education in the College and for providing leakershap in all spects of a schee education in the Value of the College and for providing leakershap in all spects of a schee education in the Value of the College and for providing leakershap in a specific providing the College and the Value of the College and Co

QUALIFICATIONS: for the position include: an earned doctorate in a discipline appropriate to the College a record of effective and insurative leadership on all administrative a specimene prefer andly in higher doctorable, if feetic communication and interpersonal stalls; a channess stand commission to ordinating containing many and administrative and stalls; a channess stand containing the containing many and administrative and administrative and returning of feeting stalls and earlier and administrative administrative and administrative administrative and administrative ad represented in the college; and a commitment to technology which enhances educational, clinical, and

SALARY: Commensurate with experience and qualifications

APPLICATION: The duties and responsibilities of the Dean extend over a 12 month period and will begin fall 1992 or as soon thereafter as the position can be filled by an ourstanding applicant. Applications must he received by June 38, 1992. Candidates should send a letter of application and a resume that add etests the qualifications outlined above. Include the names, addresses, and telephone numbers of five references. nquiries and applications should be addressed to

> Thomas S. Johnson, Chairperson Education Dean Search Committee Utah State University Logan, Utah 84322-1000

Utah State University is an Equal Apportunity/Affirmative Action Employer institutional commitment to achieving diversity among its faculty, stoff, and students

## VICE PRESIDENT STUDENT SERVICES Foothill Community College

foothill Community College, Ira ated in the San Francisco Qay Area, is new accepting applications for the position of Vice Prosition, Student Services. This position provides strong leadership, vision and direction for student switces programs and redirection of existing programs.

because programs and recording programs the successful candidate will possess an earned ductorate and have a minimal of 3 years' administrative experience in an institution of higher educations of the programs of the prog Stary range will be \$80,254.80-\$81,976.08 annually plus benefits.

Application and complete job description may be obtained from: Employment Services Foothill-De Anza Community College Olstrict 12345 El Monie Road Los Altos Hills, CA 34022 (415) 949-6217

A résumé or vita may not be substituted for a completed application.

Position is "Open Until Filled." First review date will be April 24, 1992.

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## LINFIELD COLLEGE **DEAN OF ENROLLMENT SERVICES**

Porition begins on or about July 1, 1992, Master's degree required. Success-ful experience in college admissions and linancial aid, with excellent organi-zational, management, and recruitment abilities needed. AVEOP. Send letter, résumé, and reference names to:

and continuer natil positions are filled. Sand courses returns nad assets, address, and sleephor outsides fall glass three references to Dr. Jamos. E. Wolfs. Eastern New Metabol Laberetity. Comits assets the laberation of the state of the laberation of the laberation of the laberation of the laberation of the special to the public after the laberation of the supplicant for vision contains the special position of the supplicant for vision contains the special position.

## ASSISTANT DEAN OF STUDENTS



University of North Carolina at Wilmington 🗢 UNCW Invites applications for the position of Assistant Boarn of Student: The Assistant Dean is primarily responsible for advising all aspects of 3.21 chapter Goods like program produced by the primarily responsible for advising all aspects of 3.21 chapter Goods like program control of the DNA of the Control of the C

North Corolles

Requirements: The successful candidate must have the software; Mastor's degree in subsets distin indiministration or related area; two years, full-time a societized in an administration or related area; two years, full-time a societized in an administration or related area; two years [ultimated Corollera], and removated or progression in words age (effective) with Corollera guardions, and removate full orderes. Salary Rusper: 3:07, 8:00-120, 193, The starting data for this position in the late that August 1, 1852.

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THE STATE UNIVERSITY OF NEW JERSEY RUTGERS

VICE PRESIDENT FOR COMPUTING

Jugos University invites manifications and capita atoms for the position of the Predictor for Companing.

Agent University or a rampredictory public research university with com-pages in Camieta, Newsiti, and New Brauswork. The Critics of the Vice heighted for Companing will be fast seen in New Humston, The University ones more than \$7,150 cutsetts in 20 schools and colleges, It has an annual language of approximately \$750 colling.

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leters of application or nomination, including a current vita, colary history, and the manics, addresses, and telephone numbers of live references should

Joseph A. Potenza, Chair Search Committee Vice President for Computing Office of the President Old Queens Building Rubers University New Bourseas L. Not 10 Plus New Bourseas L. Not 10 Plus

Applications will be processed on a continuing basis. It in anticipates that the attestible candidate will be solected by July 1, 1992.

Employment eligibility verification required.

Altimotivo Actum, Lonal Opportunity Employe

CONTRACTOR CONTRACTOR

VICE-PRESIDENT

For Student Affairs

- Northwestern University -

The Vice-President for Student Allaire is an oillicer of the University and serves as a member of the President's sleft with Maponsibilities for providing leadership for student alleits.

The Vice-President is responsible for providing direction in the

Developing and coordinelino programs encom-passing student activities and conduct, counsel-ing, guidancs, etudent health, housing, lood earvice and piecemant.

Serving as an advocate of student needs white participating in University policy making.

Overseeing budget and ongoing operations consisting of approximately 240 professionals and support stell.

The qualified candidate should have significant edministrelive experience relevant to student siteirs, strong menogerist exists and a demonstrated record of schievement, preteably in a compatable educational environment. An earned doctorate is preterned but not naces says.

For full consideration, nominations end applications should be seat by May 1, 1992 to:

EDUCATIONAL AFFAIRS

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   Working cooperatively with beauty and obtain that on the trust ellipse and offering capital with the children in the strong of the strong of

Qualifications: The College encourages all candidates with the following qualifications to apply

- Ferminal academic or list protestonal degree.
   He call and shuffleart academic and administrative experience at level of
- dean or above.

   Established record in teaching and scholarsien.

   Established recorded communications, and organizational skills.

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Dr. Jacob Pisher, Chair Search Committee for Vice President for Educational Affaire The National Coffage of Cheropractic 2011 East Roosevoli Road Lorebord, littrus 50148



## ASSISTANT EXECUTIVE DIRECTOR VALENCIA COMMUNITY COLLEGE

Description: Assists the Executive Director in the administration of the College Foundation by developing private sources and programs, installing conducting the survived plant program; managing donor-information ayestem and recognition program; managing Foundation ayester, preparing grant proposate for private and public programs or private and public programs.

lunding.

Qualificationse: BABS (required), MA prefamed; experience in private fund relating and public ratiotions (required); demonstrate writinan and calc communication salists, understanding of the purpose, goals, and objective so the community college; understanding and commitment to Equal Accessite Qualification to Equal AccessiteQual Opporturity. Salary: According to Professional Salary Schadula

Salary: According to Protessional Salary decadure.

Application acreening will begin April 23, 1992 and will continue until the position is filled. Sarci assume and lattle of applications are supported to the protession of the p

## VALENCIA Community College

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## Vice President for **Academic Affairs and Dean FURMAN UNIVERSITY**

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C and have should send a resume, afficial transcript, names of three references, and a personal letter of interest indicating how their qualifications in or the requirements of this position to:

President John I: Johns Lurman University Poursen Highway Greenville, SC 29613

Salary is continensurate with experience and qualifications Starring date is January 1, 1993 or as 8 on thereafter as feasible Review of applications will begin May 1, 1992. Applicants will be nonfield fry letter of the status of their application.

Furman University is at Equal Employment Opportunity, Affirmative Ac-tion Employer Women and Minorines are encomaged to apply.

## **PROVOST** The New College of Global Studies RADFORD UNIVERSITY

Radord University is seeing a Process for a New Collage of Global Suder-currently in the planning press. The New Collage of Global Suder-tine government of the Suder Suder of Collage of Global Suder-tine government of the Suder Sud

planning panel.

The planning panel of Propose allows usualla potential and exciting opportunity for a person with a global presence and the crossivity on responsible to charge in feeds in high productions with mere anaboust approaches the Propose in transport in the planning of the proposed in the planning of the pl

Nominations and applications should be sent to: Provost Search Committee Box 6953 Radford University Radford, VA 24142

Applications will be accepted until the position is filled.

Applications will be accepted unit use position in well-factional University is a state-supported consprientable university with an environment presently immitted to applicationately \$0,000 students. Located in the western part of Virigina's in the seculability file filed Momentals, Reading is a city of 1,5,000 and its approximately four and one-filed flowur filed move in Do. The 1 for the proposition of the

Radford University is an AVEEO Employer.
Applications from women and minorities are encouraged.

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## **COLUMBIA UNIVERSITY**

## **EXECUTIVE DIRECTOR** CENTER FOR STUDENT **FINANCIAL SERVICES**

The Executive Director of the Center for Student Financial Service, GFSD is responsible for the management and direction of SFs. the moleculation and nonliniting of policy and delivery of Services related to student financing at Columbia, and the provision of Restorated the Student financing at Columbia, and the provision of Restorated of financing programs and their oversight Working Colory and Columbia of Financing programs and their oversight Working Colory and Columbia of the Service of range of linancing programs provided to students and their fainties, and accountability for the lederal and state programs; Ismines, and accountability for the lederal and state programs, corresses the delivery of limental aid within the Unbressity and the development of effective and innovative applications of information systems technology in the area of old deutal loval filliance; and overses the implementation of the financial and components of the expension of the financial and components of the complaints with feeting a financial control of the complaints with feeting and control of the complaints of the financial control of the complaints of the complaints of the complaints with feeting and control of the complaints of the complain and supervision and management of a large and complex office.

and supervision and management of a large and complex office. The position requires at least 10 years administrative experience with demonstrated shifty to manage a complex program of under timoning, success as a sentior professional in linancial aid administration; experience with Information systems technology applied to the operations of sufficient timoning; and administration; applied to the operations of sufficient timoning and administration and corporate personnel, leadership in put and corporate personnel, leadership in put and groups, elective wirting, some and analytical skifts, and tributes and record in the complex production of the complex production of the complex production timonic bacterial countries.

Please send resume to Mark Olson, Deputy Vice Presideal, Student Financial and Information Services, 208 Philosophy Hall, Columbia University, New York, NY 10027 by May 1st, 1992

We have afformative action lowerd equal opportunity

## CONVERSE COLLEGE

## INSTITUTIONAL ADVANCEMENT

Vice President for College Relations

Search Re-Opened
Coverne College, a liberal rate college for women with gradest
programs in colocution and musice, seeks an energetic and experienced
Vice President for College Relations. Located in Spartanburg, SC, is
College is an ondergraduate, a relational instrustors with approximately
700 residential students and a total attudent enrollment of approximately
1,000.

Pand-ruleing exceeded \$3.6 million for the 1990-91 academic year. The institution is moving toward an accolerated paon in external fundatains. The Vice Previous for Coolings Relations reports directly methodological and a

nor wothers for the position must have: an earned basealassest degree (gradutes degree preferred), significant experience in surface authors a sweeper service and the surface and the surface and the surface constant experience the surface and the surface constant experience and the surface constant experience and other support; groups. He or a few must demonstrate excellent written and only communication skills and an in-depth knowledged subgrass.

The appointment will be made as soon as possible and is subject to annual review. Salary is negotiable and commensurate with

Candidates should submit a letter of application, a list of references, and a current resumé. Review of applications will begin immediately. Converse College Ia an Equal Opportunity Employer.

Please seed materials to: Sally Hammond, Chair, Saarch Committee, Converse Collage, 580 H. Main St., Spartanburg, SC 29302-0006.

Vice President Merilyn McCoy Chair, Search Committee Northwestern University 633 Clark Street Evansion, Illinois 60206

Heathwestern University is an Equal Opportunity/Alternative Action Em-ployer and expecially indicomes epoblations from women and minorina.

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## Director of Development/ Assistant Vice President University Relations

In Director of Development and Assistant Vice Prenders for Universe, Re-bullant will be requested for con-ducting and respectively, a sample of the standarding and respectively, a sample of hand-daving programs reducing the as-lantiles of Arosa Lite Olive ins for halds Robitors. (Harmed Garing Annual Funds, Prospect Research, and Copya-nium's Foundations, Johnson Lite of Johnson Standardins, Johnson Lite of the Copyan of secretaria and assing respectively. In proceeding on Indigent color-proteinces, precedity in Higher colortive years of successful land carding e-perience, prevailey in higher educa-tion, and major gut a declaron experi-ence and broad lackground in decel-

atomatican services.

He following areas will report to the Vice-President for Computing: central academic computing services, telecommunications fund-foling telephonet, azione. Companie, vervico, i lettrominutal airus incl. adina Belgharet, conta administrativo companie, servico, and centala transparing repro-tore, la addition, the Vice Producti for Companie, qui Vivori, to encaisage espopularie ne de companing firmapia ne fu trinevosa parti do Lacifilat-ero de la companie de la contacta de la companie de la companie de la companie la firma de la companie de la contacta de la companie de la companie de see espiden the impostence oi companie y escal tal de the ine-missous rel de Universite; instruction, technaloug, and service. Herbie will product actualizar de la contacti que development et companie as faignen. The tar Peschen for Companies will also actively used, extent en Institute to transparing development product and with the expansible de versibal relation. \$50k minimum, commensurare with experience experience
Application, résumé, and 3 references
tos Personnel Services, #VHES Boxling Green State University, Boxling
Green, OH 434/13, Application assess
will begin April 18, 159/2

## Virginia Union University Assistant Professor of Social Work

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VIUL, which has four-year arcredited eocial work program, toseeding an MSW, with a miscongenence required. Ph.D. or ABD preserved, to teach in the
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Employer. Deadline Data: June 1, 1992.

## VICE PRESIDENT FOR ADMINISTRATION AND FINANCE

Mariena College invites applications and nominations for the position of Vice President for Administration and Finence.

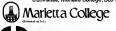
The College: Marietta College is a distinguished private, non-sectarian The College with a primary residential oriollegal is a distinguished private, primary interest and a 13:1 student laculty ratio. The College houses the system to lidest chapter of Ph. Bela kappa and has recently heen ranked the "Number 1 regional liberal arts college in the Midwest" by U.S. News 8 World Report. The College has a wide variety of traditional liberal arts majors, special curricula in petroleum engineering, sports medicine, and mass media, and two master's degree programs. Through its McDonough Center for Leadership and Business, the College is committed to the cross-curricular development of citizen-leaders.

The Poeltion: The Vice President for Administration and Finance is the Chief Financial Officer of the College. He or she is directly responsible to the Crief inflandation of the college. He of shalls directly responsible to the President lot the administration, direction and quality of business and finan-cial operations, investments, insurance programs, capital projects, and budget preparation. Areas which report to this person include the Comptroller's Office, physical plant, nonacademic personnel, postal service, and auxillary enterprises.

The Condidate: The preferred candidate will be an unusual leader and manager. He or shu must be a skilled financial analyst and a people-person with skills in communication. This parson will be crucial in the implementa-tion of the campus total quality movement. The successful candidate will have significant administrative and liscal experience involving the management and operation of business and financial allairs in higher education or a comparable organization.

Initial screening will begin on April 25, 1992. The new Vice Precident for Administration and Finance should be prepared to begin his or her dutles late this summer

Direct nominations or letters of application with a complete resume and the names, addresses, and telephone numbers of three telerences to: Professor Edward Osborne, Chair; Vice President, Administration and Financo Search Committee; Mariette College; Box P-27; Marietta, OH 45750.



Marrate College is an althoughout action and equal apportunity aducator and employer. Wemen and minorities are encouraged to apply.

## **OTTAWA UNIVERSITY Ottawa Campus Provost**

Ottawa University, founded in 1865, a four-year collage of libral arts netted to American Sagolis Churches, U.S.A. It provides libraria advanced on American Sagolis Churches, U.S.A. It provides libraria advanced on Caser preparation for a deverse advanced Libraria. The restantial Otta-countries of the Case of the Case Churches of the Case Churches of the Case Churches Churches of the Case Churches Churches on Case Churches Churches

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The successful candidata will have a background of significant administrative responsibility in a loss-year college, a commission to the process
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staff, expariant, an fissering a possible teaching-learning armicromant for
undergraduate students, and skills in filancial management. Teaching expreference and a terminal degree are requirad.

Applicants should send a latter of application stating qualifications, a cur-rent curriculum vitae or réaumé and the names, addresses and telephone numbers of three professional referances to:

Ottawa Campue Provost Saarch Ottawa University Box 1S 1001 S. Cedar Streat Ottawa, KS 66067-3399

This position becomes open on or after July 1, 1992. Review of applica-tions will begin April 15 and continue until the position is filled. Ottowe University is an Equal Opportunity. Affirmative Action Employee

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# BUCKNELL

## **Bucknell University**

Vice President for University Relations

llucknell University seeks manimations and expressions of interest in the position of Vice President for University Helatinas. Franteden in 18th, booksall is a highly solective manuters officine franteden in 18th, booksall is a highly solective manuters officine need, must and admostliam, Serving a totalent physical and 3,380 undergondowless and 200 gambals septiently, Buckerful has 250 inflirence and personal control of the physical physical in a 250 inflirence terminal degrees. The University is located in Lovedourg, a hisbud-community in count flowing bounds.

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Buckuell University Seasch Committee Vice President for University Relations c/o Erlucational Management Network 1908 (18the Box 792 Neutucket, MA 02854

Bucknell University is on KEOMA employer as is Educational Management Natural. Inations of and opplications form women and members of intuority group \$\sum\_{i=1}^{N}\$ are expectably recompact.

Callion 85 78 (1707) 44-580. ED.

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## ASSOCIATE VICE PRESIDENT FOR STUDENT AFFAIRS AND DIRECTOR OF ENROLLMENT MANAGEMENT

SOUTHWEST TEXAS STATE UNIVERSITY

Southwest Toxins Stello University minites applications and nominations for the justifier in Associate Vice President for Student Alfatis and Director of Brouthman Management, Southwest Task's a comprehensive interestry in 2.2,000 students oldering hacheol's and make ris degrees. The interestry is also demand to the scarce for a resident of the hadrest entire to the hadrest between Australia (Court) and Action of Marcos Divident Australia (Court) and Action of Marcos Divident Australia (Court).

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SWT is en AA/EEO Employer.

# FOR ACADEMIC AFFAIRS

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## **PROVOST**

University of Southern Colorado

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The introcessing has a highly diverse population and is committed to a number of highly diverse population and is committed to a number of highly diverse to further enhance diversity on compus se nign priority intuitives to further enhance diversity on compute. Sub-mission on Materials: Nominations and applications are encouraged beginning times facilities, in critical revolve till consideration, a lister of interest and complice curriculum what about the consideration, a lister of interest and complice curriculum what about the consideration, a lister of interest Plasse submit the number of an interest of at least three relaterness. Refuterers will not be contacted without prior approved of applicants. Plasse submit all materials are contacted without prior approved of applicants. Plasse submit all materials are contacted without prior approved of applicants. Plasses

Sto: Chair, Provost Search Committee University of Southern Colorado 2200 Bouforte Boulevend Pueblo, CA 81001-4901 Fax: [719] 549-2938

The University is an Affirmative Action, Equal Opportunity Employer.

## Vice President for Business Affairs

no no nomentary col hegitalests, governmental especite, and consensative learness.

Minimum quellicarbens des his position include la sachebrs' degree in a refevant field any gradure degree of their positional training is present med laminaries with multiural and replant eclose assionat and financial dissource. Confidence mass have exceptional interceptional and conventions withis, a chemical position and commencial on skills, a chemical exception and convention within a chemical exception and convention skills, a chemical exception and the convention and conventions and convention an

background.

WSU, located in southeast Washington with a student enrollmest of 17,000, is the state's land grant university, and it is comprehensive audienticresearch imitiation with seven colleges and a graduate school, in addition, VMD has three brant computer, located in Spohame, Vancouver, and the III-Clear, and research studies located through-out the state. WSD is a number of the Petics! Life Melter Conference.

The Suisse. VESU is a moreone on the Pacific. 14 Athletic Conference.

The Closing date for applications is April 17, 1992, or until the position is likely
Applications must consist of a cone latter and a returned which includes the names,
addresses, and telephone numbers of all least three professional references. Applications
and questions should be directed as

Washington State University is an Equal Opportunity, Affirmative Action educator and earlystyr, Members of ethnic minorites, women, Ventum-era or distribed veterant, per-port of displatify, andre persons between the page of 40-70 are encouraged to apply

## EXECUTIVE DIRECTOR OF COMMUNICATIONS

The Wichita State University invites applications for the position of Executive Director of Communications. The Director reports to the Vice President for University Advancement and has responsibility for the planning, execution, and evaluation of the University's media relation internal communications, and community relations programs. Also, the Director supervises the University's centralized publications program, including the printing services function. Stafting includes 18 full-time profession and support stall.

Qualifications for the successful candidate include: Masters degree required.

Minimum of five years' experience with supervisory

responsibilities in public relations, publications, advertising, or a related field, including work experience

in higher education.

Must possess excellent writing, editing, and oral skills and have knowledge of publication technology.

Experience in fiscal management and departmental budget

Ability Io design, Implement, and evaluate media

relations program.

Must possess excellent interpersonal aktils with ability to relate to Internal and external constituencies.

Salary range is for a twelve month contract with standard benefits. A letter of application which addresses the above stated quelifications, resume, and the names, addresses, and telephone numbers of four references should be sent to:

Or Flizabeth King Vice President for University Advancement The Wichile State University 1845 Feirmount Wichie, Kanses 67208-1595

Deadline for applications is May 4, 1992, or the fourth of each month following until the position is filled.



The Wichita State University An equal opportunity Affirmative Action Employer



## VICE PRESIDENT FOR COLLEGE RELATIONS San Francisco Bay Area

COLLEGE OF NOTRE DAME

College of Notre Dance, a loss year liberal arts college in the Calolic tradition, turities applications and nominatums for Vice President for Cullege Relations.

Cullege Relations.

The Vice President for College Relations reports directly to the President and participates in the management of the College as a member of the senior administrative team. Major respunsibilitien include:

account annumenture count, shaper responsibilities include a Directing and leading the College's offices of Development, Alasma Affairs & Public Informalien:

Responsibility for all development and fund nating Including coperate, individual and isoundation giving, planned giving, as well as serving as a reasonable for the providing the property of the property of the providing the property of the property of the providing the property of the peals, alumni giving; as well as serving as a resonate to faculty for game witing: a Serving as Executive Secretary of the Governmence Board; weeking closely with Chair and Committeen.

cussory wirn Lines and Consulties.

Candidates should have 3 to 5 years of successful experience in development and fund missing in an edicentional institution; wold administrative and organizational initial including budget anne general experience and organization in the control of the con

summs, donors, boerd.

Salary: Competitive, commensurate with qualifications and experience.

Qualifications Bachelor'n degree is required; Manter's preferred.

Nominations, applications and inquiries should be directed to:

Higher Education Administrative Search 3539 West 50th Avenue Parkway Denver, Colorado 80221-1099 303/458-4044

With application, piesas include résourés. v. and names, addresse and phone numbers of lour references. References will not be contacted self the candidate is notified and gives approval.

Desired starting date is July 1, 1992. Applications received by April 30 will be assured of full considerations.

CND in an equal opportunity employer.

## **CLEVELAND STATE UNIVERSITY** PRESIDENT OF

**BULLETIN BOARD:** Positions available

THE UNIVERSITY

The Board of Trustees of Cleveland State University invites assistations and applications for the position of President. An appointment is expected to be made by the Fell of 1992. CSU is e growing, urben university. Founded in 1964, the inhersity offers e broad mix of bachelor's and greduete protheirstry totals a problem mix or bachelor's and gradules pro-grams in the humenitles, netural sciences end social so-stats, as well as the prolaseions. The University is organized award at xolleges: Arts and Sciences, Business Administra-lan, Education, Engineering, Law and Urban Affsirs. CSU last a faculty of over 500, serving a diversified suidem body of wort 19,000, more then one-fourth are gradules students.

The President has overell academic and administrative lead-minip responsibilities for the University and reports to the ligard of Truetees.

pard of truelees. Candidates should possess an aerned doctorate or other te-mial degree and demonstrate a continuing commitment to exademic excellance. Significant ceademic teedership expe-since to essential. The beet candidates will show a clear setastanding of the opportunities for growth in a urben setastanding of the opportunities for growth in a urben setastanding of resource missions. The President must be a special control of the opportunities.

for most favorable consideration, letters of nomination and applications with curriculum vites and references should be scaled by May 15, 1982, and earl to:

Judge Alvin I. Krenzier Chairmen, CSU Presidential Search Committee men, CSU Presidential Sesion Com c/o Heldrick and Struggles 1100 Superior Avenue, Sulle 930 Cleveland, Ohio 44114



An equal opportunity, affirmative action employer.

## Vice President for Academic Programs CLEVELAND COMMUNITY COLLEGE

Sweland Community College is seeking a dynamic individual to provide Settive and creative leadership.

dective and creative leadership.

BECOLLECT: Cleveland is a fully accredited, publicly lunded, comprehense community college located in the footbills of Western North Casolina list St minutes, west of Charlotte. The Criblege serves Cieveland Courty with 19padalium of 80,000, where use out of its abilits participated in either the Goige's curreculant or renor-cellar programs last year.

Giégés connections or non-credit programs last you.

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OURSEATORS Successful applicates should have an enrared discurrant speech time years of experience as an academic administrator in higher stacking, college, seek too, high experience, foll-time generated in com-munity college; a rlemanshated ability to provide collegal administrator when the college of the college to the college to the college of the stacking in a shader of entered enrichment chromostical commitment of sometimes improvement to college toperations; and evidence of ability to provide the college of the college toperations; and evidence of ability to provide the college of the college toperations; and evidence of artificial college and the college of the college toperations; and evidence of a similar to the college and the college of the college toperations; and evidence of a similar to the college and the college of th

STM, SYATY AND BENETITS: Competitive solary commensuate with experience and date brandles package.

APPLICATION PLOTAES: Friedred stanting date is high J, 1992, or assoon as footbe, Applications will be accepted until position in filled. Sceneting of the properties of page 1992. Proceed acceptance on Applications (1992). Proceed acceptance and commented to the processor of the

Obseland Community College is an equal opportunity educational antitution.

## Lewis&Clark VICE PRESIDENT FOR ACADEMIC AFFAIRS

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anovarion i ritticoppasse toto envisore The maleignalisme College of Art & Services circult 1,980 sindons in 30 Bachelor's degree inspiros growing out of a fully integrated over entrodum and strong interdirectipinary programs. The College has an dial and depon-sing commitment to intensitional studies, over half of as underty stude in oversear program originared and held perit faculty.

The Law School enrolls 725 students in day and evening programs leading to the Juria Hoctor degree and the U.L. M. degree in Environmental and Natural Resources Law.

resources Law.

The Gradume School of Professional Studies enrolls 800 students in five degree programs at the Master's level. The Collège is located on a 130-acte campus sewen miles from downtown Portland, which is the centre of a metropolitan area with a population of 1-4 willoom.

Candidates for the pountou of Vice President for Academic Atlans will show a demonstrated commitment to the values of liberal arts columning the capacity for rigorous academic leadership or a communing brow, and effec-tiveness in relating to faculty in all segurants of a diversified college renorma-

terading candidates wall be seasoned and successful academic adjunction area.

An earned dictoral degree or its equivalent is required, as is a strong tecoria
of teaching and scholarly activity.

of reaching and scholarly activity.
Although noninations and application will be accepted intil the position is filled, those authoritied by April 30 are bed assisted of receiving fully emberation. All friquities, numerations, and applications will be held in arrivest confidence, and should be directed to:

John Phillips, Senior Vice President Kond Ferry Education Practice Sure 2016—Presidential Plara 2021 Nineteenth Suret, NW Washington, DC 20087—2105 Plante [2028 222-9444 Last (202) 429-4449

Lewis & Clark College is an Equal Opportunity, Affirmative Action Eu-player. Nominations of, and applications from, women and minorities are especially encouraged.

# VICE PRESIDENT

Academic Vice President to se-this tracking-oriented college. this traching-retrated college. Minimum qualification are: earned Master's is a microsit course of study from on ser milted multitudes; domonstrated effectiveness in leader-side, management and interpersonal milationships; at less four years' ex-perience in oreas approprior to its in publics. Additional preferred qualifi-ciations: an energy declarate plass substantial experience showing hereas-ing administrative responsibility. The is a twelve-menth appointment. Competitive sating and been fine purpose.

Mennt Mercy ja an undergandante institution founded by the Sistem of Mercy in 1928. The College edges a suide framed have and an encodement in 1928. The College edges a suide framed have and an encodement in the college of the college framed have and an encodement in this result in the college of the coll

Review of materials will begin isomediately and continuo until the puni-tion is filled.

Mount Mercy College is an equal opportunity, affirmative action employ-er. Women and minorities are atomaly associated to apply.

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## Vice President for Student Development

# SAINT LOUIS UNIVERSITY

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University in Madrid, Spari.
The student population is uncreasingly diverse, and includes recalents, continuitiers, international students, suidents from thever racial and ethic backgrounds, men and women call alogs. Saint Litude Dad versign student body due to our commitment to excellence in education consistent with our leant dentity and values.

ALIFICATIONS

Review of applications will begin May 1 and will continue until the position is illed.

# ASSOCIATE VIĆE PRESIDENT

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FOR STUDENT DEVELOPMENT **Mount Mercy College** Cedar Repids, Iowa

Numinations and applications are Instited for this appulatment to begin July 1, 1992. The Vice Plaudeut for Student Development Is the sendor administration wifeful responsible for sportfulling interesting in all meass of student life, inchaining counseling, midston life, intercollegator athletes company ministry and revolves, leading services, company so carrily and interview.

metropontan populotion of 119,000.

A letter of introduction, professional resume, and osmeu, addresses, and phone numbers of the references about d be used to: Dr. Thomas Feld, President, Mount Mercy College, 1830 Elmiumt Drive NE, Cadur Rapida, laws 52402.

in education consistent with our leavant dorstilly and values. The Vice Problem for Student Oscillation (Acceptance reports to the President through the Executive Vice Problem and Proviot, and is the cruse Problem of the Problem of

The Vice President is responsible for the tell-roung areas: fineOid\_MENT\_MANAGEMENT: Admissions, brounds aid, scholarships, student life studies, international student pre-

schutzupp, studen and processing and

campuses. ATHLETICS: NCAA Division I and Division III athletic progmns. RECREATION: Intramumi sports, recreation center, sports stadi-

um. UNIVERSITY CONFERENCE CENTERS. CONTRACTED SERVICES: Boukstore and lood services. CONTRACTED SERVICES Boulsaive and load services QUALIFICATIONS: The qualifications for this position include: Appendiation of the Josuit traditive in higher education. Ability is venticable, the proposition of the Josuit Indiative in higher education. Ability is review and said diversity, and assembly distinstitutes in support of the sea and said diversity. Ability is interact electricity with students, asculty, parents, and said. Ability is provide open and creative leadership and direction to said. Five to begit years of progressively responsible administration and the proposition of the position of the proposition of the proposit

SALARY AND BENEFITS: Competitive: commensurate with expedence and qualifications.

POSITION AVAILABLE July 1, 1992.

APPLICATION DEADLING: Review of applications will begin APRIL

17, 1992. Applicants about a end curriculum viles and the names, addresses, and telephone nambers of five references to:

Ms. Kathy G. Hagedorn
Ms. Kathy G. Hagedorn
Vice President for Human Resource Management
Saint Louis University
3500 Lindell Boulevard & St. Louis, MO 63103 Saint Louis University is an Affirmative Action, Equat Opportunity Employer,

Northwest Technical College

CHIEF EXECUTIVE OFFICER Northwest Technical College is seeking upplications for the position of CBO. Northwest Technical College is a newly merged entity comprised of itechnoles College campuses—Bendilj, Derton Laker, Etac Crann Furks, Moorhead, That River Palls and Waten. The position of CBO will be responsible for the overall operations of the are rechnical college. Qualifications: Must hold or be eligible m hold a Minneson Technical College President's license.

Salary: The salary minimum will be \$75,000 plus benefits.

Position Available: July 1, 1992. Postuon Avanuari July 1, 1992.

Application Dendline: May 1, 1992.

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Nate Johnson, President Moorhead Technical College 1900 20th Avenue Sourli Moorhead, MN 56560 12181 236-6277 Affirmative Action, Royal Opportunity Educator/Employer

to entry. Interesting the state of the processing of the processin

## Morningside College Sioux City, Iowa

The Board of Directors of Marningside Luffege invites applications and mominations for the position of President.

Founded in 1894, Morningside College is a private, coedocational, four-year, liberal arts institution. Alfiliated with the United Methodist Church, the college seeks a campus body representing diverse sucial, cul-tural, ethnic, racial, and national backgrounds. The college enrolls 1,232 students and employs 64 full-time faculty. The campus consists of 16 buildings on 27 acres located in Sions City, lowa Metropolitan Sous City supports a population of 100,000 and is the economic and cultural ltub of the "Stoundard" region.

Candidates must have an earned declorate from a recognized university. Among the other qualifications

- proven experience and success as an educational leader;
- a comorience with a private liberal arts college:
- experience in limit-raising,
   ability to work effectively with faculty,
- students, alumni, and community and church
- expertise in administration and planning, exemplary character and integrily; and
- · ability to communicate and motivate, and for

lead the college.

Prospective candidates should send the following:

- an application letter.
   a complete resome/vita;
- placement credentials; complete transcripts;
- an original position paper addressing
  "Challenges and Opportunities Facing Private Colleges in the 1990s and Beyond";
- letters from a minimum of five people ropresenting exceet and community
- telationships;

  any other materials that you consider relevant The committee will review complete files

beginning immediately. The starting date is negotiable, but the new president will assume office no later than August 1993. All applications or recommendations should be sent to

> Mr. Jim Walker, Chair, Search Committee Morningside College 1501 Morningside Avenue Sioux City, Iowa 51106.

Applications will be acknowledged and further information sent to the candidate

Morningside College is an Equal Opportunity Educator and Employer

MORNINGSIDE

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## PRESIDENT Pines Technical College Pine Bluff, Arkansas

His board of trustees of Dries Technical College modes applications and normanization for the postmental present in the large state of the postment in the problem of the postment in the large state of th

an economic. The president, as the third recent economic reports directly to the board. The offergy seeks a dynamic educational leader who will attend the mission and lead the setting of the direction for this newly established college.

- Iteatine clinter:

  A accuraci sketonate is preserved, with a Master's riggine required.

  Greatmannest in the comprehensive community coding control of control of the contr

- Ability to relate well within an urban, multi-climic, multi-cultural

Application Procedure: Application Procedure
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Chair, Swarth Committee
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Pines Technical College is an equal opportunity employer.

**Immediate Opening** 

## EXECUTIVE DIRECTOR

BIRMINGHAM CIVIL RIGHTS INSTITUTE

Newly incorporate diminishm CAB Rights Institute Ibadding now in construction delign staget, is seeing Decouler Director. Institute will be an educational, California and educational, California and educational California and educational California and educational California.

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pan and an excussions program.

Qualikardors: Condicister must have strong academic background in civil rights history or African American life and culture significant professional and managarial experienci, in museum or archival programs; a demonstrated ability to work with a wide range of community organizations.

Salary competitive, based on training and exper

Salary competitive, pased on unimy and expensive. Send résumé and references to: Search Committee Brimingham CMR Rights Institute P. O. Box 3708 | 1 Birmingham, Al. 35237-081 |

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The Board of Truslees of Hawait Pacific University invites none nations and applications for the position of President of the University. The President also serves as Chief Executive Office and reports to the Board of Trustees.

Founded in 1965 in Honolulu, Hawait Pacific is an independen conducational Institution, accredited by the Western Association ol Schools and Colleges. Enrollment numbers in excess of 8.500 students. The University, with an operating budget of \$22 million. Is internationally locused and offers undergreduete and graduate degree programs in liberel erts, business administration, and computer science.

Candidates should possess a distinguished record of achieve ment in college/university edministration or comparable expen ence, e doctorale or appropriate terminal degree is desired demonstrated effectiveness in fund-releing; and the ability to work with a diverse sludent body, leculty, staff, and urban

For most levorable consideration, applications and nomination should be received by April 27, 1992. Nominations and exprespions of interest with vitae and references will be held in confidence and should be lorwerded to:

Mr. William J. Bowen Suite 2800 125 South Wacker Drive Chicago, Illinois 60606

## PRESIDENT

## Amarillo College

AMARILLO, TEXAS

The Biant of Regents of Assauths Chillege borbes mentionines and applications for the position of president life chief even wite outliers.) Amendia Callege is a public comprehensive community outling outling an trave with a population. I instead paramete, I 1980-91 that Culings worked 1,545 are not consensative surface courses with a fault limit facility of 10.1 as and time for mixing of 400 are not present to the leading to 524,472,903. The Callege has a being history 11-551 of high country conventing the contraction of the contraction of the contraction of the contraction.

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This material should be uselied to the following person:

Mar. La Vou Nolus

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P. Cr. ther 447

Amerika, TX 20128

Telephaner 808/371-51 24 uld be pesimerked no later than April 15, 1982.

The preferred date for successful applicant to use but no later than August 24, 1982.

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BULLETIN BOARD: Positions available

Minnesota Community Colleges

Minnesota Community College System

PRESIDENT

ROCHESTER COMMUNITY COLLEGE

The Character of the Minneston Community College System announces an opining for the position of Printedient at Rochester Community College. Behavior Community College. Early 1990 (2014) (201

The college operates under the jurisdiction of the State Board for Community Colleges. Enrollment in the Minnesota Community College System has incessed over \$1% in the past seven years

The President is the chief executive officer of the college with responsibility for all programs and functions of the institution. The President reports directly to

A demonstrated commitment to the mission of the community colleges.

A demonstrated capacity for creative and resourceful management and

4. Administration Caspedly for Creative and essourcial managiment and animals.

Administration of the Committee of Comm

programs.

Experience in developing and administering collaborative efforts with other higher education institutions.

An earned doctorate or expropriate experience that provides equivalent

isiny is competitive and commensurate with experience and qualifications

anticipated that the president will assume his or her duties in July, 1992.

Por 1991 Minnescota Legislatura em ancatated en aregor of three of this four public ligher education systems—the community colleges, file technical colleges, of the state universities. The University of Menchandon is succluded from this tablation. Burding changes in the next three legislature sessions, a single Super Board" will govern these three systems effective July 1, 1946.

stions, inculties, and applications to

Anne Weyandi Seach Coordington MINNESCTA COMMUNITY COLLEGE SYSTEM 203 Capitol Squere, 550 Cedar Street St. Paul, MY 55101 [612] 296-5157

The Minnesota Community College System is an equal opportunity, affirmative action employer.

The application deadline is April 30, 1992. Required mate liter of application addressing the applicant's interest in and qui-tie collion, a resume, and the names of these references.

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PRESIDENT/CEO

Netional non-profit educational lounds@on with goal of increasing parental nvolvement in the aducation of children seaks qualified candidate to assume

ad skills in finance, budgeting, and public and private resource development, outstanding verbal and written communication islall, demonstrated recould outstanding verbal and written communication islall, demonstrated recould de-

Send cover letter, résumé, selary history, and organizational references fo: Patricia Green, Search Committee, 2935 East Leate Drive, Meridien, Idaho 83642

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Headmaster

**Boston Latin** 

Academy

We are ceeking en ex-perianced educator to manega one ol Bosion's most prastigious high

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QUALIFICATIONS: Mas-

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School principal certificat

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application, resums and

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April 10, 1992.

Location: San Francisco

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Clinical, Chiropractic, and Basic Science Instructors

Sand Résunté to Parker College of Chitopracti Faculty Sapuch 2500 Wolnut Hill Lane Dallas, Tonas 75229-5668

"An Equal Opportunity Employer"

## **Armstrong State College** Savannah, Georgia

## **Executive Director for Development** and College Relations

Armstrong Salet Catlege livides nominalatus and applications for the position of Executive Director for Development and Costiggs Relations. So and the Southeast Oscillates of Southeast Oscillates of

log program.

The Executive Disector is the oldicor responsible to the Preaklent for generaling greater understanding of and support for the college. The Executive Disector plans and organizes strategies for fund raising coordinates all institutional retailors and public retailors settilities, and oversees the area of alternal fallets, development, marketing, and oversees the area of alternal fallets, development, marketing, and printing responsibility for fund raising strates with the Preaklers' partitions of the could be added to the preaklers' printing responsibility for fund raising could be applicable.

- ons for the position include

Qualifications for the position include.

a Pitimium of time years successful experience in directing fundarbiding campalight, preferably with a public college,
and the property of the pro

and telephone numbers of three professionel Search Committee for Executive Director Armstrong State Coffege 11935 Abertora Ext. Sevannah, QA 31419-1997

Armstrong State College is an effirmative action, equal opportunity copployer.

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Washington, D.C. 2018; E.O.G. Bushan, A visiona Professor, rearre-track, Ph. O., beginning August 1992; to earry at the contract of the contra

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## EXECUTIVE DIRECTOR

## Joint Center for Higher Education

Joint Center for Highter Education.

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## MINIMUM QUALIFICATIONS

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  A doiny to in their and recodes disputes.

  Personal and professional integers

## OTHER DESIRABLE I HARAL TERISTICS AND QUALITIES Knowinge of the legislative placess Historicanding of public finances. Three-sum of scenality and rechnical knowledge through education of

- experience.

  4 Possession of an extract doctorate or equivalent from an actredited mover-
- sity.

  Willing to commit to the position for a psimmum of five years.

## SALARY AND HENEFITS

MARKY AND INSPECTION
This is a twelve-month creeding pointon with salary commensurate with
expertance and qualifications and trouperaine henclus. A faculty appointment with one or more of the participating higher education institutions is
consider.

APPLICATION PROTEDURE APPLICATION PROTEDURE interests of application addressing the requirements of the position, a visual referred in the names, addresses and plone numbers of the references.

Completed application materials are to be tent to.

# Chair, Search Committee for Executive Director Joint Center for Higher Education N. 501 Riverpoint Boulevard—State 245 Spokene, WA 99202

Further into various regarding the position, us the JCHE and SIRTI, can be obtained at the above address or by releptions, (1993) 1394-1242. Only realized applications secretived by May 1, 1992 will be gunranied contact preferriby no uter that substitution. The anticipated date of employment is et early as July 1, 1992b, but preferriby no uter than September 1, 1992b.

JCHE is committed to diversity and succurates all custified candidates to apply.

## PRESIDENT **New Brunswick Theological Seminary**

The trustees of RRTS Invite nominations and applications for the position of President, Founded in 1784, NRTS is an institution of the position of President, Founded in 1784, NRTS is an institution of the Invited Commod Charcil in America and in Bootsci in the midst of Intages student body of shoul 160 students are prepared in day and evening faces con cargingtes at New Primerk and all 51, clother University in Queens Mr. The ft. Div., Als. In Tracology, must be the Commod Commod

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## Laboratory School Principal

Principal

Hhode Island Islang is seeking on experienced educational leadar for the position of principal of the Henry Battorial School The Shool Is the laboratory school the relation to the above the seeking of the

The Henry Bannard School currently educates more than The Henry Bannard School currently editates mare than 300 students in its clubt care through stud grade and after school programs. The school maintains close working relationships with faculty in other programs of the School of Education and Human Heschapment and the Office of Clini al Experiences.

Clina of Desperoners.
The survessel condition will have strong educational lender-thip errelentable and an earned dictorate. Reddae will have a thomogal knowledge of deciries schadis, curricular and instructional innovations, bearier perspantion practitives and an understanding of animal issues in previous and elementary orbitalists. Biglidity for certification in Illudia and a contraction of the contraction as a second administrator are required. A strong commitment for affirmative action and enlared diversity is essential.

to diffinality action and confirm investory a vessions. Hubb I shade College is hosterful in Providence, the state capitol, about litree miles west of the downtown eres. The returned and accordance sweets of New York, New Haven and Boston are conveniently occasible from Providence. The College currently enoital about 10,000 students with a full time capitalent of 7,000 students. Approximately one-third due student hubby is in entitled teacher clusterium pragrams.

Salary: Competitive: excellent fringe bonelits.

Stasting Date: On or about June 29, 1992.

Applications will be reviewed beginning April 10, 1992 and con-tituse until the position is filled. A lettor of application, curriculum vitao, and mena, addosses and telephone numbers of at least three professional references alsuful he subultited for a complete file to Office of Personnel Services, Illudo Island, College, Provi-dence, R1 02908—Altention HIS Principal Servich Committee.



## RHODE ISLAND COLLEGE

An Affirmative Action, Equal Opportunity Employer

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And also we are

The most extensive listing anywhere of jobs available in higher education ---

every week in The Chronicle.



## CHANCELLOR

## Yosemite Community College District Modesto, California

The Based of Timeree of Yosendric Community College District invites applications and manistrators for the position of Chamelder. The Chanceller is the cited executive officer and reports to an sight incruber Based of Timeres which methods are student insides. SELECTED QUALIFICATIONS

EDUCATION AND BACKGROUND

A master's degree it required: A discionist degree is peekered. Lauding candidates will have senior leadarship experience in progressively insponsible positions in higher education, precludy in commitmity college education.

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  ANNIDIATE PROFILE

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  PERSONAL CHARACTERISTICS

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 RPPLICATION PROCESS

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The applications will be reviewed by the Channel of Social Channel supervising by the property of the Channel of Channel of Channel supervising the American Channel of Channe For more Information, contact: Ms. Dekers Adair, Yosemite Citest, F. O. B.c. 40s5, Modesta, California 95392; (209) 575-6508. An ACCT Sound

## EXECUTIVE DIRECTOR

## **Teacher Education Alliance of Broward County**

Teacher Education Alliance of Broward County
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testing at Describe Director of the Teacher Education Alliance of Brown County
The Market Education Alliance is a County to the Sizet Lineary System of Linear
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is anti normanions are to be interested.

Chair, Search Committee

Executive Disector, Teacher Education Alfance

Florida Adamic University

22D Southeast Zod Avenue, Room 813

Lort Lauderdale, Florida 33301

FALI is an Equal Opportunity, Affirmative Action Employer Women and minorities are encouraged to apply.

Speech/Drama/Homanities: Tenur tred instructor/analistant professor position to licipited for Fill, 1992. Duties include teachion undergrandate classes in basic

# PRESIDENT

**BULLETIN BOARD:** Positions available

## **Atlantic University** Virginia Beach, Virginia

he Presidential Search Committee is seeking nominations and appli-cations for the position of President of Atlantic University. Reporting deetly to the Board of Trustees, the President is the chief academic and administrative officer of the University.

garammentaries formed as a graduite school in 1985, is located se block from the ocean in Virginta Beach, Virginia. Il offers a mas-tr's degree in the interdisciplinary field of human consciousness stades and has a unique mission:

"Atlantic University provides a learning environment integro-ing body, mind, and spirit to help individuals achieve higher human potential and transform lifer lives, better universable their relationship to all life, and be of greater service to oliters."

This program currently attracts about 100 degree-seeking shudenis bizzated in this holistic educational experience that emphasizes per-soal growth as well as academic achievement.

stan government of Allantic University situald be a proven adminis-nered President of Allantic University situald be a proven adminis-ture or academic leader in higher education possessing the follow-

in qualifications: is released by the provided beadership in a time of constrained financial resources: some provided by the p

des including curriculum and faculty development and success recruitment.

The ability to effectively communicate the mission of the University of the community at large, presenting a positive image and inspir-ing broad financial support and 2 a P.D. or terminal degree in one's field.

Teachartions and applications should be submitted to:

Applications should be submitted Kleth VonderOhe, Chali Presidential Search Committee Atlantic University 67th Street and Atlantic Avenue P. O. Box 595 Virginia Beach, VA 23451-0595

Inquiries may be directed to Ms. VonderOhe at the above address or lycaling (804) 428-1512 or (804) 428-3588, est. 104. Applications should include a current and complete résumé with the sarés of three persons who can serve as retereuces.

Review of nonsinations and applications will begin immedialely and milinue until a subtable candidate is selected. Mantic University is an equal opportunity, affirmative action em-place which actively seeks and encourages nominations and expres-tion of interest from minority and female candidates.

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Student Affairs: Arkamas Stete University

## PRESIDENT

## Foundation for Allied Conservative Therapies Research

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RESPONSIBILITIES: The President reports directly to the Board of Directurs, and has overall authority and responsibility for both the Hessard of Directurs and Educatible Programs of the Poundation, between the Company respect of the Poundation, between the Company respect of the Company respect to the Company

Applications and nominations should be sent to: Appreciations and raminations stands for Sections
Dr. Samuel Yamuck
Acting President, Scurch Committee Chuirman
FACTR
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# **End Paper**



# Re-Envisioning the American West

N OCTORER OF 1989, in the manner of a missionary charged with hringing light to the heothen, I traveled to Snowmass, Colorado, to attend a conference nn western landscape photography. A "word" person myself, I figured that "visual-image" pcuple remained loynlists to the Idea of the American Vest as n priotine landscape, a place that acted like the best aspirin on the worst headnehes of civilization. At the price of some added labor in camera-positioning to eliminate roads, ears, fenees, jet trnils, hikers, and railroad tracks, it was possible to take real pictures of this imagined West. Those pictures, in turn, reconfirmed Americans in their faith that the real West was a miraculous landscape untainted by human presence. With nttention and affection focused on that picture-perfect West, the other West—the West of cities, suburbs. highways, mines, managed public lands, nuclear weapona production, peralatently unsettled boom/bud economies, and complex race relations-became a dis-

Responsible eitizenship in the American West requireo us to remove the distorting leno of nostalgia and omantieism, and to look directly at the Weat we have

both inherited and helped to create. Headed for Snowmass, I was fired up to tell the photographers how badly they had hondled their obligations as western citizens.

I had my sermon ready to deliver, but before I could get to the pulpit, Mnrk Klett presented his work and took the wind out of the preacher's saila, and out of the sermon. Klett's photagraphs alone told me that the "heathen" were already pretty well lighted, without my help. "We have to go beyond the idea af the West as an exotic place out there," Klett said, in words borne nut by his photagraphs. "This is a place where millions of people live."

Free of delusions about the western present, might Klett be a captive of illusions about the western past? Maybe I'd still be oble to deliver my sermon, cut to the

"We loak of the photographs af the nineteenth-century West," Klett soid, "and think we see a pristinc, untouched place. But the 1870's and 1880'o were the years of the most ruthless exploitation of western re-

At this point, my esmpaign to bring light to the hea-

then came to its well-deserved end, permitting a different kind of light to dawn. Mork Klett's convictions about the American West closely resembled my owe. Photographer and historian, vioual person and verbal person-we had arrived at those convictions by very different routes. This was either an extraordinary and mysterious coincidence, or it was a sign that comething big-a fundamental re-envioloning of the West-is indeed under way, and photngraphers and hiotorians, as well as novelists and journalists, legal scholars and paintero, are all playing their part in this larger enter-

"Revealing Territory: Phatographs of the Santhwest by Mark Klett" will be at the Amon Carter Museum in Fort

The text above is by Patricia Nelson Limerick, an associate sor of history at the University of Colorada at Boulder. It is excerpted from her essay to the book that accompanies the exhibition and is published by the University Press of New

Mr. Klett is manager of the Phatographic Colla Facility at the Amon Carter Museum in Fort Worth.

# Way a & Meg 3310

One of Mississippi's most populars, the Teacher Corpa, elog discontinued because of one budget cuts.

The program recruited graduates and the country to teach in fisissippi's rural schools. Since the cerum was created two years ago, las placed 45 teachers in the The state higher-education bound

unides the administrative staff for eprogram. But W. Ray Cleere, testate's Commissioner of Higher estion, said: "The funding is seing higher education in Maissippi impairs our ability to estimate the program at the level of pility we have attained." Even if higher-education officials add find a way to pay for the mgram, budget cuts are forcing shouldistricts to consider laying off tacters, soid Ruby K. Anderson, inter of Project 95, the state's

University of Georgia ied some eyebrowa recent ien he lobbied the General sembly not on behalf of dage budgets, but for a bill that hid allow Poland Spring pikling Water to be marketed mring water even though it is mped from the ground. The connection between his job dsparkling water soon become perent. The nuthur of the bill. ta Thomas B. Buck, is chairman af louse of Representatives tiversity System of Georgia maittee. The hill was introduced thalf of Don Leebern, who own ompany that distributes the er in Georgia and is a member of diversity of Geurgia System and of Regents.

Mr. Leebern is also u friend of

St. Knapp. But a university

Mesman said the president's

movement had been blown nut of

The spokesman suid Mr. The position "in a personal selfon and has nothing to do with a position with the university."

Saginaw Volley State Intersity's Intest lobbying Speal has a great best and you and dance to it.
But whether the 20-minute taped wise to music will help the bilitation wio the extra \$3.25igilature is still anknuwn. The tape features several arisdes of music, including Exchedelic funk, while a voiceher describes the history of the fine. The tape concludes with a leje, "EVSU and Mc." The university's spokesman, big A. Fallon, said he hoped stors would find the tape que and appealing. But an aide to committee chairman said: Rot it, I'm sure we didn't listen No one really has the time."

# **Government & Politics**



Jane S. Permeul at UCLA: "Thie thing hea baen dragging on for much toa lang, and we don't understand what the hold-up is."



Cheryl Kegawe af the Japaesse American Citizans Leegua: "There was a finding of discrimination and yet there's na foliow-up."

# Slowness of Education Dept.'s Discrimination Inquiry at UCLA Irks Activists for Asian-American Students and the University

By SCOTT JASCHIK

WASHINGTON More than o year and a half after the Education Department found that the University of Califurnio at Los Angeles discriminated natinst some Asion-American applicants, the department has taken no oction against the institution.

The status of the case is frustrating both to Asian-American activists, who want to see the department take a more aggressive stonce, and to UCLA officials, who say they presented cyldeace to clenr their institution more than a year ago and have heard nothing oince.

The department is still exomining the evidence and says it has not yet decided what to do about the cose.

Many Asian-American leaders viewed the initial fluding, which involved UCLA's graduate program in mathematics, as a landmark because it was the first time a federal agescy had confirmed the allegations of Asian Americans that leading universities were discriminating against them. Now, they charge, the department's inaction indicates that discrimination against Asian-American applicants will not be taken seriously.

#### Lose of Faith Seen

Said L. Ling-chi Wong, ehairmon of the Department of Ethnic Studies at the University of California at Berkeley: "This is going to make people lose faith in the govcrament's ability to protect them from discrimination and abuse."

A spokesman for the Education Department, who asked not to be identified, said the agency was working as quickly as possible to complete the investigation, but that

the "sheer number of students involved" made the process difficult. The spokesman also said the inquiry would take a long time because "we have to be coreful not to misinterpret the data."

#### Inquiry Began in 1988

The ucla investigation begon in 1988 when the Education Department's Office for Civil Rights sold it would conduct reviews of the admissions programs there and of Horvard University to insure that Asian-American applicants were not being

discriminated against. In 1990 the department soid it had found no evidence of discrimination in Harvard's programs.

The inquiry at UCLA io divided into two parts: graduate ond undergroduate. The undergraduote inquiry has not been completed. At the graduate level, the department examined 84 programs and found diserimination in only one, the mathematics department. In eight other departments however, oca officiala said they could not moke a judgment becouse the univer-Continued on Page A28

## New Chancellor of California State U. Enmeshed in Fights Over Tuition and Affirmative Action

By MARY CRYSTAL CAGE

To say that expectations for the new chancellor of the Cslifornia State University System were high would be on under-

Says J. Gary Shansby, wha hended the Board of Trustees oearch committee: "One foculty member said we were look ing for someone who would came across the Pacific Ocean—walking."
The board's final choice, Barry Munitz,

is a former chancelior of the University of Houoton who had spent the last nine years as president and chief operating officer of Federated Development, which manages real estate and financial investments.

Since taking office last August, he has won praise for improving the system's relotionships with the faculty union and legislators-no easy tosk, considering that his predecessor regigned amid o political furor over the way the system was spending

funds on housing end other perks for top admieistrators. But his willingness to meet with critics of csu-and listen to themhas not translated into political good will or increased appropriations for its 20-campus, 370,000-student system

#### 40% Increase Requested

In part that io because California-like most of the nation-is in the middle of a severe budget crisis. But some say Mr. Munitz has exacerbated the system's political difficulties by pushing-with the backing of his board and Republican Gov. Pete Wilson-for a 40-per-cent tuition increase. The plnn has infurlated students and parents and a legislative committee had slashed the increase to 10 per cent.

Mr. Munitz has also found himself enmeshed in a divisive political fight over the role of affirmative action in the selection of

Continued on Page A30

ckan programs.

essered by Rep. Marge Rou-

sepposed by officials at com-

sty colleges and black col-

ssets the cutoff at 35 per cent

educes it to 30 per cent in

Re House also voted to extend

exples to Pell Grante, to guard

and abuse of thot program.

wise, who sponsored the

step forward, I really

wrwith a bill that

wid give us a glant

Mments were uriginally in-

in to apply only to for-prolit

exchools, but Rep. William D.

Curdy, Democrat of Oklahoma,

Present law: Needlest students are limited to the maximum grant or 60 per cent of their expenses, whichever is less. Pert-time stu-dents ero eligible for grants, but heve been denied lunds in appropriations legislation. Maximum authorized grent is \$3,100 1991-92 maximum eward is \$2,400. Total number

classes or top fitth of college classes would receive \$500 Presidential Achievement Schol-arships. Port-time students would be eligible Total recipients in first year: 4.8 million.

panelson. House: Needlest students would receive Sanata: Needlest students would receive \$2,300 for living expenses plus one quarter of \$2,300 for living expenses plus one-quarter of their trution up to \$1,750 in 1994-95. Meet trution up to \$1,300 in 1993-94. Meximum um grant would increase en

# 

Present tow: Size of Stafford Student Loen is dotcimined by sludent's need. Maximum loen is \$2,625 a year for freshmen and sophomores. \$4,000 for other undergreductos, end \$7,500 for groduate students. Leans nre mode through banks and subsidized by government, interest rote is 8 per cent and incienses to 10 per cant in fifth your of repaymont. Government pays interest while student is in cottege. Supplemental Lanna for Stuollable to graduole students and Interest rate of up to 12 per cont. Government

collego interest subsidy would be creeted for eli studenta. Diract-loen pilot proje that would replace Stetford, supplemental, and parent loens on participating campuses Terms of direct loans would reflect those of Stefford, supplamental, and parant loans, de-pending on characteristics of borrower, Stafpending on characteristics of borrowc, Staf-ford loen limits would be \$2,625 for freshman and seatherms. \$4.00% for freshman end sophomorea, \$4,000 for other undergrad-uates, and \$7,500 for greduate students.

House: Stefford Student Loan program would Smate: Size of Siefford Loen would be deterneuser: iteriorus stupent Loan program woud ber teilande tor needy students with Interest teals of 8 per cent thet would increase to 10 sper cent in Alfrib year of inappriemt, New "un-per cent in Alfrib year of inappriemt, New "un-subsidized" Stafford loens thet do not here in-and \$9,000 for graduete students, Intereet and \$9,000 for graduete students, intereel rate would be 3.1 per cent ebove the 91-day Treesury bill rate up to e meximum of 9 pe established for limited number of institutions cent, and increese to as much as 11 par cent in fifth year of repayment, Government would pay interest while student is in college. Sup-plementel Loses for Undergraduete Students would be made available to all students, re-

## SOUTH RESERVED TO THE CONTROL TO THE PARTY OF THE PARTY O

ent law: Federel government pays 85 par cent of Supplemental Educational Opportunity Granta, 70 per cent of Collage Work-Study, and 90 par cent of Perkins Student Loens. Collages contribute remainder of the funds. Maxinum supplemental grant is \$4,000. Parkina loans are administered by colleges and carry an interest rate of 5 per cent. Students mey borrow a total of \$4,500 by end of thair sec-ond year, \$9,000 over four yeers, and a total of \$18,000 for undergraduete and graduate

cent. Parkins limits would be \$6,000 by the end of a student's second year, \$15,000 by the and of the fourth year, and \$25,000 by the complation of greducte degree. Institutions with default retea balow 7.5 per cant on Parpar cent and increase loan limits to \$8,000; \$16,000; and \$32,000, Perkins loans would be aliminated in 1996-97.

House: Federal government's share for Sup-plemantel Educationel Opportunity Grants and Perkins Student Loane would declina to 75 per legs Work Study, and Perkins Isonar would be Sanate: Federal government's shere for Sup-plemental Education Opportunity Grants, Col-lege Work Study, and Perkins loans would be 75 per cent. First-year graduete atudents would be eligible for supplemental grants. Education Secretary could give 10 per-cent bonua in work-study and Supplemental Education Opportunity Grants to institutions that kins loans could decreese federal share to 50 graduate more than helf of their Pell Gren racipiants. Loan limits would be \$15,000 by completion of undergraduets degree and \$40,000 by completion of graduets degree.

Present Igwi Federal government contracts with four compenies to publish, distribute. and procees ald applications. Two of the con-trectors charge students a fee. Every student must complete an epolication each year. Simplified form is aveileble for families earning less then \$15,000 a yeer. Federal aid-eligibil-ity formulae includa equity in home, farm, or bueiness as essets against which families are expected to borrow to pey for college ax-penses. Student le required to contribute 70 per cant of income for collage coate.

House: Faderal government would provide a single free application. Students would re-epply each year by updeting information from the previous year. Single aid-aligibility formula would exclude from celculations the equity a femily owns in ite home, farm, or business. Student would be required to contribute helf of after tax income for college costs.

Senate: Current application system would be mainteined. Simplified form would be made aveilebla to femilies seming up to \$50,000 e year. Education Sacretary would be instructed to devalop almolified re-application process Single eld-eligibility formula would exclude home end farm equity for femilies agrning lass than \$50,000. Student would be ellowed to keap \$3,500 of income and be required to contribute helf of remeining emount in first year and three-querters in other years for col-lege costs.

Present law: Education Cepertment mainteins separate fellowships for minority etudente and for students etudying leaching, humanities, science, or public service. In most cessee, maximum annuel etipand for e etudent la

House: Education Depertment would meintain current programs and edd "Feculty Oevelop-ment Fellowehips" for minority greduata atudents who ere interested in becoming professore. Participants would have to teach two

Suasta: Education Congertment would maintain current progreme and edd the "Oannis Chevez Fellowship Progrem" for minority graduete etudents who era interested in beco professore. Perticipents would have to taach two yeers for each yeer of aseletanca.

#### EARLY INTERVENTION

Present law: Efforts to educate needy highschool atudenta ebout higher education ere included ee part of the Trio programa. Studants receive no extra eld for perticipeting in the programa.

House: Trio programs would be meintained. Liberty Scholarship end Pertnership Program
would provide atetas with metching funde to
would be amended to provide states with finence early-intervention programs and to matching funde to fine give echolerehipe to participenta. Congres-alonaf Honors Awerds would increase Pall parts, Pell Grant recipiants who participants in Grenta by 25 par cent for those who pertici-

Senate: Trio progrems would be maintained.
The State Student Incentive Grant program pants. Pell Grant recipiants who participata in an aerly-intervention program and damon-strata "ecademic echievement" would racelye treated by 20 par cent to improve who percur-pate in early-intervention program for three years end have a grade-point everage of at ACCESS scholarships for four years that are least 2.5 for finet two years in high action.

Funda would be provided for publicizing stu-for publicizing student-aid programs.

Present law: Provides funds to help "davelopments. The program includes "eat-asides" for historicelly black and two-year collagea. Providas eld to five historically black graduate

House: The "eet-aalda" for two-yeer colleges would be eliminated. Colleges would be el-lowed to use funds for creating or improving devalopment offices or teacher-education programs, or creating early-interv grama. Eleven mora historically black gradu-ate achools would be made sligible.

Sanste: The "eat-eside" for two-yeer collages would be aliminated. Institutiona would be al-lowed to use funds for talecommunications services and to astablish or improve a davelopment office or teacher-education Six-more historically black gradual Six-more historically black graduata schools would be mada aligible for easistance. A program would be ast up to provide assistance to colleges where Hiepanics account for at least ona-quarter of undargraduatea.

# House Approves Bill to Reauthorize Figure 1 Act Education Act

Continued From Page Al of all sorts of udministrative prob-lems," he suid. "There's no reason in the world to do it a the amendment would elimi-

Mr. Alexander said the propoal-which calls for testing direct loans on campuses that collective ly have had a total of \$500-million in loans in the past year-was too large to be a pilot project. "There's a difference between a true demon stration program end a foot is the door for u bad program," he said He said he could not say how small a demonstration project would have to be to win the Administra tion's approval.

#### 'That'e Our Position'

Mr. Alexander acknowledge that the Administration had had some difficulty in getting House Republicans to oppose the expa sion of student aid to more middle income families. "We believe fed crai money ought to be concentral ed on the poorest families," th Secretary said. "We mey not suc ceed with that, but that's our posi

Indeed, few Republicans seeme to support that position, Man joined Democrats during the in forward." House debute in praising the rea thorization bill for raising the income coiling for Pell Grant recipi ents to \$49,000 from \$30,000. They ulsu expressed support for making Stafford Student Loans available to nil students, regardless of it

milliums of middle-income Americans be explied to all sectors cans meet the high cost of college. Super education. Mr. Goodling "it's an expensive proposition Congress needed tu maintain he suid. "You have to be extremely wealthy not to feel the pinch a many of these institutions

Rcp. Thomas E. Petri, a Wiscon Paste Over Standerda sin Republican, agreed. The mid-lawmakers also squabbled over dle class, in particular, is incress-dated to limit eligibility for stu-sate id to students who could not sin Republican, agreed. "The midbills," he said.

### Democrate Block Amendmen

House Republicans did attempt to the same and the Rep. Dave to ecale back the direct-loan pro grem, but Democratsblockedhen by the colleges have a high-from offering an amendment to this by the colleges have a high-deffect. Republicans, led by the colleges have a high-terior to the colleges have a hi grem, but Democrats blocked the Coleman, ergued that institution: at on a standardized admissions that made \$500-million in loads if the was defeated on a voice vote. one year would lend more than the in subsequent years because of in ing luition and enrollment good the reauthorization bill, led

in subsequent years because with fig juition and enrollment groups of the reauthorization bill, led sposition, charging that the direct-loan program at 300 thinling a year, and that say the mand for additional loans on the sposition of the spos

atudents.
But Democrats, led by the state of have a high-school distance.
Leon E. Panetta, the Califordies who chairs the Budget Commissed by a yould of 355 to 28.
blocked the amendment by arguing the state of the who chairs the Budget Community to the property of the budget agreement being the good budget agreement between Congrees and the will be the sound of the budget agreement between Congrees and the will be the sound of the budget agreement between Congrees and the will be the sound to propose the sound to propose the sound to propose the community colleges in more than 10 hours of dear the schools. The opponents the lawmakers epproved serving the community colleges the schools. The opponents which the present system,

ments that are likely to draw which allows people to receive aid if they can demonstrate on an examination an "ability to benefit" from instruction.

Lawmukers also engaged in a heated debate over whether pris defaults by tightening the sfordropping institutions from oners should be eligible for Pell Grants. Supporters of stopping such grants contended that the as a Republican from New Jer-\$160-million a year that was going to prisoners should be spent on and institutions whose former law-abiding cilizens. Opponenta katshad default rates above 25 argued that prisoners needed the s cent for three consecutive grants to prepare themselves 65. The current law-which has jobs after their release.

The Huuse overwhelmingly defeated on approach approved by the Senete that would limit the amount of prisoners' Pell Grants to cover only educational costs, and not living expenses. Lawmakers then voted 351 to 39 to ben Pell Orante for all prisoners.

#### Smarting From Earlier Losses

endment on that issue, argued Over ell, Democrats voiced wistitutions with high default strong support for the legislation, as should not be given Pell but some were still smerting from losses they suffered in the previous week in an effort to bring the bill to the House floor. Many from the while this bill represents Education and I shor Committee hed wented to meke the Pell Grant program an "cntitlement" end whoped to come to the puarantec grants for sll who qualified, but they were forced to give that up because it would have vio-lated the 1990 budget agreement.

"While this bill represents a stop forward, I really had hoped to come to the floor with a bill that if their students were not would give us a giant leap forward," said Mr. Ford. & Roukemn and Gordon

Student lenders were unhopp that lawmakers approved \$1.2-hilcharged to students to satisfy the terms of the budget agreement. Five-per-cent fees are to be assessed on every Stafford loan, Supplemental Loun for Students, and Parent Loan for Undergradunte

Under current law, the fees are charged only on Stafford loens. level playing field" for all instilents had supported on effurt by Mr. Ford to phase out that fee. because they viewed it as an unfall

tax on the needy.
The 1990 budget agreement condebate. Spending limits in the pact proposed academic stnnwere cited in blocking consideration of amendments to:

Raise the horrowing limits for Stafford loan recipients.

was an attempt to use the highereducation bill to continue the recent war between President Bush and the Democratically controlled

ously," said Charles B. Saundera, Jr., senior vice-president of the

# Bush Seeks to Block Spending on Earmarked Projects

#### By COLLEEN CORDES

President Bush has proposed cluding most of the biggest ones that millions of dollars in Congressionnl earmarks for projects at spefrom the federal budget for fiscal

were not subject to agency competitions or ment reviews, the President has sent individuel proposals to Congress to rescind the money that it act aside. He has celled on Republicen Congressionel leaders to fight for an individual vote on effort. eech project.

#### 3 Dozen Campus Projects

The President included about three dozen university projects as pert of s much larger group of individual rescissions that he proposed lest month, They include, for example. \$3.1-million for a Poultry Center for Excellence of the University of Arkansns and \$1.5-million for research on water pollution by the Universities of Kanaas and Nebrasko end by lowu State University.

Many uther academic earmarks WASHINGTON in the budget for fiscal 1992-inwere not included. But muny uf those others had already been comuniversities be elimineted bined in a single package of pro-the federal budget for fiscal posed rescissions that the President sent to Congress earlier-and For each of the projects, which that Congress can now deal with as werned that he would identify while tional projects for individual re-

> Congressional experts said they were not sure of the uutcome of the

scissions in the future.

In a White House speech announcing his proposals, President Bush singled out the relatively smell eermarks for ecademic projects involving research on usparagus, mink, and prickly pears as westeful examples of pork-berrel spending.

Speaking of such research, he seid; "The examples would be frunny if the effect weren't so serious. And this kind of wasteful spending destroys public confidence in the integrity of the government. And Americans have every right to be

outraged and disgusted. It's their

money."
Kelvin Koong, heed of the deparlinent of unimal science at Oregon State University, said the \$46,000 for mink research at his institution would be well spent. He said the mink industry, which partly supports the work, had sought the earmurk. The work is important, he said, because Oregon State is one of two American facilities conducting mink research.

#### 'Part of the System'

"We dun't like the earmarking of research funds, but that's part of have to play," Mr. Koong added. Research on topics such as as-

paragus, mink, and prickly pears is just as legitimate-and unfannyus research on any other agriculturnl issae, he said.

"What's funny about spending money on uspuragus?" Mr. Knong usked. "We do research on corn, and soybeans, and on the dairy cow, and on beef cattle, and I don't know enything really funny ubuut uny of those."

#### WASHINGTON UPDATE

- Administration official criticizes scientists' claims on fetal tissue
- Bush vetoes tax bill containing provisions sought by colleges
- Report calls for more federal support for non-basic research

A top Administration ing fctel tissuc from ectopie bealth official said isst week pregnancies and miscarriages that scientists and reporters overstated the benefits" of fetal-tissue transplantation for treating a vari-

Speaking et a press conference orronged by the House of Representatives Pro-Life Caucus, James O. Meson, the Assistant Secretary for Health at the Department of Health and Human Services, said: "Some would have us believe that lifting the moretonium on the research from eborled fetuees would provide instant cures for son's and Alzheimer's. Nothing

could be further from the

With the Senate expected to

vota, perhapa as early as this

week to overture the Adminis-

tration ben, Dr. Mason reiteret-

ed the Administration's opposi-

tion to the use of fetal tissue

from induced abortions. The

House of Representatives ap-

proved a similar bill last sum-

mer. President Bush has vowed

to veto any bill that includes a

Dr. Mason said his main ob-

jection to the bill was that lifting

the bon would encourage more women to seek abortions.

removal of the ban.

Allow schoolteachers to delay repayment of their student loens. · Allow medical interns end res idents to delay renavment of their loens.

The Bush Administration'e promise of a veto came as a surprise to many lawmekers and colege lobbyists. In recent months the White House had promised to veto any legislation that included the Pell Grant entitlement or a full-fledged direct-loan program With those measures climinated many observers expected the Ad ministration to drop the veto threat.

That action, he said, would Some suggested that the threat elso create a demand for fetal tissue that would depend upon maintaining the legality of abor-He called the ban "a norrow

Congress.
"i'm not going to take it too serimoratorium with razor-sharp definition" and noted that it did not prevent scientists from us-

and did not restrict scientists from conducting research on animals, using fetal tissue from

induced abortions. -STEPHEN SURD President Bush has veloed tax legislation that contained

several provisions sought by colleges and universities. a Extended a tax deduction

for employees on educational benefite provided by employ-Restored tex benefits, lost

in the tax-reform legislation of 1986, on making gifte of apprecieted properly.

Provided a lax credit for in-

terest on student lonns. The President said he hed vetoed the bill not because of the provisions related to higher educetion, but because of other provisions that would have raised the taxes of some high-

An elternot to override the veto feiled in the House of Representatives lest week. -SCOTT JASCHIK

income tax pavers.

The federal government's role in civilian technology ahould be expanded bey "its primary focus on inventmeats in basic research," to emphasize more partner-ships with businesses in advanced research and devei-

That recommendation had

come from a panel of the Na-tional Academies of Science and Engineering and the institute of Mcdicina.

The group recommended that o few agencies, including the Notional Institutes of Health. spend more on "pre-commer-cial" research and ment-efforts to develop technologies that stop short of opplication.

But it elso celled for the creation of a new, private, quasigovernmentel organization, to be called the Civilion Technology Corporation. It would be supported by a onc-time federal enpropriation of \$5-billion and would work closely with industry to promote cooperative efforts in pre-commercial research and development in key technologies.

The penel emphasized that increased federal support for such work should be closely linked to industrial aupport, usually meaning that private businesses yould be expected to pay about half of the cost of any project. Such joint projects should be Initiated and designed by Industry, the group added.

As much as nossible it suid the proposed corporation should be set up so that it is pro tected from political pressures.

Copies of the report, The Government Role in Civilian Technology, are available for \$22.95, plus \$3.00 shipping, from the Netional Academy Prese. 2101 Constitution Ave nue, N.W., Washington 20418.

Students Have Right to See Comments

emment & Politics

latics of Rules

Minority Aid

ek Delay by U.S.

Sporters of minority scholar-

sat working on a new strate-

Mention Department from is-

stratations that would gener-

Alar colleges from restricting

etof their grants to members of

Secretary Lamar Al-

our proposed the regulations

arember, after a year-long con-

stay sparked by department

The deadline for public com-

stmonth, and Mr. Alexander

spected to issue final regula-

decation lobbyists and

mative arm, to conduct a

at on the proposed regulations

that such aid was ille-

cinscial or ethnic groups.

day. Their aim is to prevent

WASHINGTON

By SCOTT JASCHIK

tive sponsor, former Sen. James L. Buckley. The law generally hars colleges from releasing information about students without their permission, and it grants students the right to see their education records. Colleges that violate the law risk losing their eligibility for feder-LeRoy S. Rooker, who directs

enforcement of the law for the Eduation Department, said that in the four years he had held his post, Mr. whether the legislation covered the reports prepared by admissions

Some colleges routinely destroy reports prepared by their admissions offices, once students are admitted-a practice that Mr. Rooker could would be legal as long as the college did not destroy a document that had already been requested by a student.

#### 'Condid Evaluations'

Other institutions. Harvard among them, keep the documents. In a letter to the Education Department last year, Harvard lawyer Mariunna C. Pierce said the comments in question contained "candid evaluations of the candidate by the initial readers" of the applica tion. She said the comments should not be covered by the Buckley Amendment because they were students once they had been en-

Continued From Page A25

sity had not kept sufficient rec-

In the math department, the civ-

il-rights office said it based its find-

ing on "n statistical disparity in the

rates of admission to the mathe-

matics department on the basis of

race, an inconsistency in how

Asiun and white applicants who re-

ccived the same evaluation ratings

were trented, and insufficient evi-

UCLA officiuls have repentedly

At the time of the finding against

UCLA, the civil-rights office asked

the university to keep better re-

cords in the departments it could

not evaluate and to admit to the

math department five students who

the oca found had been improperly

denied admission. The OCR also no-

to improve its record keeping, it

tified UCLA that if it did not com-

of federal funds from UCLA.

denied that any discrimination

dence to show a non-discrimina-

tory basis for this puttern."

Potential Losa of Funda

of Admissions Officers, U.S. Rules records because they "are useful in explaining our processes in the case of a complaint by a disappointed applicant, or in the case of

a review by an outside agency." Admissions officers at other colleges said the comment sheets could also enable counselors to check hack-after a student has either thrived or done poarly at an institution-to sec if they had made accurate predictions about his or her performance.

#### Some Materials Exempt

In a letter to Harvard's president, Neil Rinlenstine, Mr. Rinker Gerstein was the first person to ask of the Education Department said the university's analysis of the Buckley Amendment was wrong. Mr. Rooker wrote that the Congressional definition of "educational record" included any documents that "contain information slirectly related to a student" and "ure maintained by un educational mency or institution."

Mr. Rnoker wrote that the admissions counselors' camments met those criteria and that Harvard had to release the infarmation, which it has since done.

Certain materials, however, are exempt from the requirement. If students-as many colleges request-waive their rights to see letters of recommendation submitted on their behalf, a college may omit comments related to those letters confidentiality concerns to be uble from any materials provided to a

Mr. Rooker also said the law did kept separate from students' permanent records and did not affect had been rejected by a college, students who had been rejected. since the Buckley Amendment de fines a student as someone who has sible to get a better sense of why Ms. Pierce said Harvard kept the enrolled. The law does, huwever,

had hannened since then

very fair.

with a revised finding," Ms. Per-

She added: "This thing has been



Frank Burtnett of the National Assacistian of Callage Admission Counselors: The quality af avaiustians will ga dawn becausa "yau era going to see people being less candid."

tions. He also said he hoped to find

students enrolled at colleges where

they had been placed on waiting

lists, to compare comments on

their applications with those on the

applications of students who had

L. Ling-chi Wang, chairman of

at the University of Culifornin at

Berkeley, said reviews of admis

sions counselors' comments might

Wang has been a proponent of

help Asian-American stratents

the view that universities discrinu-

nate against Asian Americans

been accented.

give furmer students the same the comments on their applica-

rights as students.

Mr. Gerstein said he was pleased with the ruling. "Universities should have to defend the way they go abant misking their admissions decisians, and the universities seem to he saying they don't."

He cited alleged quotas for Asian-American students ns just one example of why students should be able to sec their complete records. "Why should the university be able to hide hehind to spin public opinion over the admissions process?" he asked.

Mr. Gerstein said he was disapbut he said that it still might be nosstudents are admitted by reviewing

in the admissions process. For example, he said, university officials may criticize an Asian-American applicant who has focused on a particular discipline for not being well rounded while complimenting Asian Activists and UCLA Irked by Status of U.S. Inquiry a similar white student for being focused. That happens, Mr. Wing chancellor for student affairs at sage to universities is that when it

> Mr. Wang said he thought reviews of the admissions comments might indicate whether such bias was indeed being used to limit the enrollment of Asian Americans.

"They have neither dealt with our appeal nor have they come up maul said. "We don't think it's dragging on for much too long, and we don't understand what the hold-

Aslan-American activists said the delays reflected the laissez faire attitude of the government appinet Asinn Americans, Sold Cheryl Kagawn, education coordinutor for the Japanese American Citizens League: "What's significant is that there was an actual finding of discrimination and yet there's no action or follow-up

Ms. Kagawa said that Bush Administration officials appeared to accent the "model-minority myth" that Aslan-American students face ply, the agency could seek a cutoff no difficultles in education. "They seem to think that this must not be Although the university agreed a big problem because it involves Asing Americans," she said.

said it would not take any sleps Mr. Wang of Berkeley said that with regard to the math department the department's inaction would and told the Education Department that it wanted an additional review. send "the wrong message" to American universities. "The mes- every instance." Janc S. Permaul, assistant vice-

UCLA, said the OCR had sent a team comes to the rights of Asian-Amerto the campus to review the case in ican activists, they can pretty February 1991, but that nothing much ignore them," he said

#### Anger in Congress

Members of Congress are plso angry about the delays. In the past two years. Democratic and Republican lawmakers have used appropriations hearings and reports ac companying appropriations bills to urge the Office for Civil Rights to complete its reviews of alleged cases of discrimination against Asian-American students.

Gary Curran, a former ocr official who is now chief of staff for Ren Dana Rohrshacher sold the Education Department's handling of the case was "outrageous Representative Rohrabacher, n California Republicaa, has been a leading Congressional critic of the civil-rights office on the Asian-American issue.

been vells and screams that this finding of a violation."

The Edocation Department spokesman sald, however: care shout achieving compliance in

Said Mr. Curran; "If there had been some other group that had been adversely affected by racial discrimination, there would have had sat around for so long after a

said, because university officials fear that all Asiun-American students will end up us engineering or science majors.

15 Ask to See Files All university admissions ufficials contacted last week by The Chronicle said they did not think any bias would be found in the comments, Willis J. Stetson, Jr., dean of admissions at the University of Pennsylvania, said: "We try

> At Penn, the comments of admissions officers are generally kept for six years. In recent weeks, about 15 students have asked to see the comments that were made about them. Since learning about the Harvard decision, the university has decided to provide the students with the materials and is currently trying to locate the papers.

not to stereotype any group or any

Mr. Stetson said he was cerned about the effects of the Education Department's ruling. "This could be the beginning of an invasion of the privacy of the selection process," he said.

Because of the Harvard ruling, that's not good."

Mr. Stetson said, Penn may change spring s Strategy the waiver it now asks applicants to titles of the regulations-in-

sign. The woiver says that students dig members of Congress, understand that application folder will include "evaluation state leights leoders-have been ments from members of the admis- ing to map a strategy to presions stoff" and that "coaldential the department from issuing nppraisals shall not be disclosed by lightations. A currensus is ring that luwmakers should be dradelay by asking the Genvone, including myself." the Department of Ethnic Studies

Mr. Rnoker of the Education De partment said that while colleges decounting Office, Congress's may ask applicants to waive the of minority scholarships. right to see leachers' recommend tions, they may not ask students runcleur whether Mr. Alexfor "blanket waivers" that want a would hold off the regulaapply to the cumments of admir thecause uf a Congressional 31. An Education Department sions counselors.

#### Anecdotally, Mr. Wang said, he Destroyed After 3 Years has heard reports of "subtle hias"

Marlyn McGrath Lewis, director to had enough information to of the ruling. Ms. Lewis said the geritic of the propusals, said of the ruling. Ms. Lewis said used grifts of the propusals, said comments in demissions comments of admissions comments where the safe to provide nrs were kept for around introfocal information to chunge years and then destruced.

Ms. Lewis said that Harrishickips, would comply with the Education and the GAD might be Department ruling, but that the field to study the effects of the

not helieve it would always be in students' advuntage to revit comments. A freshman, she s might be discouraged to flad or that an admissions officer had a ervations about admitting him.

Private colleges and pres public institutions are most like to be affected by the ruling beca muny other public colleges pro ise to offer admission to str who meet certain objective co ria, such as grade-point average standardized test scores.

Some private institutions, us Rice and Santa Clara Univ ties, routinely destroy the co ments of admissions officers on students are admitted and so wi not have any information to vide students once they earoll.

Daniel J. Saracino, dean of missions at Santa Clara, s was not sure if the Education partment ruling would help or the admissions process at i tions that save the comments missions officers.

"If it would serve as a rem for us to be pro that's not bad," he said. "But going to stiffe comments and m ple more eautious, I'm

students. The office might also examine other kinds of scholarships-such as those for athletes wumen, and children of alumnithat are not awarded purely on the basis of financial need or academic merit. The uide said that support ers of minority scholarships believed the department did not vet understand that minority schulurshins are just one form of aid among many.

#### Concern Over Possible Veto

Alicia J. Ybarra, who has been studying the minority-scholarship issue for the United States Student Association, said: "A study would show how widespread targeted scholarships are."

in the fall.

oman said last week that bought the department al-Richard A. Samp, chief counsel manya mecunau a semanangan canung muorinanun to ori ne wasningion Legar roundar of admissions for Harvard of sada with the regulations.
Rudeliffe Colleges, said she do to Sah, Paul Simon, an expect any changes there because a pancorat who hus been a tion of the law, "and that the demake them final

Said Mr. Sump: "it isn't a ques-

proposed regulations on minority

Senator Simon's aide said the primary motivation behind the delaving tactic was to get more infor mation to the department and the public. Others who have been involved in the discussions said that delay was essential because the other major option-legislationwould face many difficulties. Since the controversy over mi-

the federal grant. The culculation is nority scholarships started, some not based on a stute's entire stueducators have around that Condent-aid spending, but only the gress should pass a law declaring amount it designates as a "match" for the incentive program. them to be legal. But civil-rights activists now are concerned that if Congress passed such a law, Presifor the previous three years was dent Bush, who opposes minarity \$34-million. This year the state is scholarships, would veto it and use providing only abaut \$23.7-millian the legislation as a campaign issue for student aid.

While civil-rights lobbyists said they hoped they could win a delay m Secretary Alexander, critics of minority scholarships vowed to oppose ony such delay with politi cal pressure or lawsuits.

for the Washington Legal Foundapartment had no choice but to

tion of what effect this is going to have on particular students. This is a question of enforcing the Consti-

■ Texas comptroller cells for audit of gueranteed-loen agency Massachusetts will lose out Education Assistance Authority. on more than \$2-million in fed. said the state should not be penalcral assistance for student aid ized heeause it had always desigthis academic year because of nated its entire student-aid budget how severely it has cut its own as the "mstch" for the federal pro gram. Mr. Farber said it was unfair that Rhode Island could lose its The lost money is the amount the state had expected to get from the federal funds even though its has eonsistently provided more than

STATE NOTES

■ Massachusetts joses \$2-million in federal student-eld funds

■ Georgia creates \$50-million distence-leerning program

State Student Incentive Grant prothe amount of the federal grant The program requires states to -GOLOIE BLUMENSTYK

spending on financial sid.

match the amount they receive

from the federal government with

at least an equal sum. The law re-

quires that states like Massachu-

grant with a much larger state an-

propriation, keep student-aid fi-

nancing at a level equal to the aver

age appropriation in the previous

ment official. Massachusetts offi-

cials said they haped the state's

planned increases in student-aid fi-

nancing for 1992-93 would restore

its eligibility for the federal money

Meanwhile, in Rhode Island, of-

ficials are concerned that a 15-per-

cent reduction in spending on fi-

nancial aid proposed by Gov.

disqualify the state for \$320,000

bring the state's spending to \$7.9-

Elwood G. Farber, executive di-

rector of Rhode Island's Higher

next year. The reduction would

Bruce Sundiun, a Demacrat,

next year.

million.

setts, which exceed the federal

ers m.

Georgia's Cov. Zell Miller has created a new program for distance learning and "telemedicine" and has arranged for \$50million to help finance the new teleconunitations network

The money will come fram a three years to remain cligible for fund creuted in 1990 when the state recouned \$73-million in overcharges from the Southern Bell telephone company.
In an usually swift round of legis-

lative maneuvering last month, For Massachusetts, the average Governor Miller, a Democrat, seeured the money and the legislation creating a governing bourd for the new telecammunicatian network. Within hours of the legislation's "They disqualified thempassage, he signed it into law. selves," suid an Education Depart-

The Gavernor said the maney would be used to buy and develop technology that will allow colleges, schools, and hospitals to provide two-way television. Georgin now learning and "telemedicine" projects in operation, including one that links the Medical College of

Georgia with a rural hospital. A nine-member baard of governors, including representatives of the state Board of Regents, the public-schaol system, and the adult- and technical-education system, will determine how the maney is spent. The systems and individual institutions will be asked to ap-

nly for the money. The Governor's legislation does not provide any money to operate the distance-learning programs, and the \$50-million is not enough to link up all the state's schools, colleges, and hospitals. But J. B. Matthews, executive vice-chancellor for information technology for the university system, called the initial appropriation "a rather significant starter fund."

Comptroller John Sharp of Texas has called for a compre-henaive audit of the state's Guaranteed Student Loan Corporation and says the resignstion of the agency's president provides a perfect opportunity for such a review.

Joseph L. McCormiek resigned as president of the guarantee agenev in February. The loan corporation's board agreed to pny him \$105,000 in severance—the equivalent of one year's salary-bot there has been no explanation for the board's decision to pay the severonce Mr. McCormick, who is recovering from surgery, was im-

J. Malon Southerland, who heads the loan corporation's board would not discuss reasons for the resignation or the severance pay.

As for the audit, a spokesw for the corporation said that the state had not yet initiated un audit and that the cornoration's Board of quest of a preeting this month

'fhe corporation guarantees about 95 per cent of the student loans made by banks to Texas students. Mr. Sharp has been an exofficio member of the Imm coronraand he said it had been difficult to get information about its finances from agency officials.

Just before Mr. McCormick's resignation, Mr. Sharp sent him a letter seeking answers to 10 onestions on boan servicing. He suid My McCormick had sent binchuck a two-inch-thick report.

Said Mr. Sharp: "I think a lot of board members would seree that this was stuff they hadn't seen before. That didn't scent to be the way to run it corporation of that

For example, he did not know that the corporation had loan-servicing liabilities that could total \$36-million. By February, that liability had shrunk to \$9-million. Even so. Mr. Sharp said, the board should have been informed.

#### Briefly noted

a Floridu lawmakers ure still ut an impasse over their 1992-93 budget, but legislators repented a measure that called for reducing the pay of many public-college emofficials by 3 per cent. State highereducation officials fought for the repeal, fearing that its very passings would deter prospective faculty members from coming to Florida or drive away those alrendy cm-

· Freed with anti-tax sentiment and henvy lobbying by coal and oil interests, lawmakers in Wyoming have killed a proposal that would have established a statewide property tax to increase state support for community colleges. Only the -c.a. seven counties with community colleges now impose such a tax. The colleges also serve students from the 16 other counties, and college leaders had sought the change to sprend financing responsibilities

A new law in New York will end a legal deadlock that had prompted the state to halt payments to the private pension plans of about 17,000 faculty members of the City University of New York and State University of New York systems. The law culls for the state to make the payments retroactively, and it crentes a committee to recommend an appropriate level of pension contribution from the state for faculty members who have signed up for the private pension

## WASHINGTON ALMANAC

#### W FEDERAL AGENCIES

H RODRAL AGRICITS
Hoppes Intermedies. The Heteroism Deptiment has proposed rules to saidly the Histor. Education Processes and the Heteroism in Modern Forches Lansuage and the Heteroism in Modern Forches Lansuage and the Heteroism in Heter

NEW BILLS IN CONGRESS tples of bills may be obtained

MUSE OF REPRESENTATIVES

intermental education. HR 4455
would establish an environmental-ed-ucation data base, to be maintained by the Environmental Protection

n Kepresentatives (Washington 15) or Senators (Washington

ROW Representative Berester i B-Neb.1 and 10 olders.

Month of the Committee of the Committ

Agency, for schools and universities seeking educational material. By Representative Lloyd (D-Tenn. 1 lights adocation, an 4,71 would reached the region of the Higher Education Act of 1965, by Representative Ford [0-Mich.] and 22 others. live Ford 10-Mich.1 and 22 others, Internetional scoopsulfor, in a 550 would authorize funds to endow a private, mun-profit foundation to orra-nize and finance joint research and develupment projects among the United Simies and some of the states of the former Soviet Union. By Rep-resentative firown 10-Cail.1 and seven

CK-MO-I.
Tibbel lenguages. HR 4517 would make aran't available to American Indian tribal acvernments and other oranizations to help promote the study of their languages. By Representative Martinez ID-Cal.) RIO programe. 11R 4522 would extend the authorization of appropriations

resentative flowen (O-Cul.) and seven others.

Members, 111 4627 would be a considered to the consideration of the

ary studeots to take an exem to deter-mine scholarship tecipients. By Representative Traficant (D-thio). Sciential immigrallor, Br. 4526 would, in part, ease regulaturs to allow some scientists from the former Soviet Union to immigrate more quickly and easily to the United States. By

the authorization of appropriation for the Thio programs under the Higher Education Act, which help firstgeneration college and graduate stu-dents prepare and pny fur their educa-tion. By Representative Alexande (D-Ark.). (D.Ark.).

Volument' hensille. HR 4520 would ehange the date uf the shart of the Vietnam era to December 22, 1981, for the purpose of determining ellishility for veterans' benefits. By Representative Solomon (R-N.Y.).

SENATE

International cooperation, 5 2301 is the Senate version of MR 4550 By Senu-tur Gore 10-Tenn.1.

# Politics and High Expectations Bedevil California State U.'s Chancellor

campus presidents. Some faculty members say he is using a quota system to fill key posts. Bot Hisnamic politicians, whose influence s growing in Cahfornia, say he is not doing enough to find Hispanic candidates for the three presidential posts now vacant.

Many educators and politicians in California say the coming munths will be the true test of Mr. Musitz's abilities and will determine whether he has the know-how and political savvy to revitalize a university system that has been eringled by hudget cuts and a lack of confidence in its leadership.

Robert I. Cumpbell, chairman of the Assembly Ways and Means Subenmuittee on Education, says "He seems bright. He seems concerned about the system. But he assumes control of the largest system of its kind at the worse time.

#### Series of Controversies

The system was plugoed in the 1980's by a series of controversies that culminated in 1990 with the chancellor, Ms. Reynolds, who had headed the 20-campus system for eight years, denied any wrong doing. She has since became the chancellor of the City University of New York.

Most guilling to politicians were reports that surfaced shortly before Ms. Reynolds quit: that the system had spent-\$240,000 in 22 months to maintain her Bel Air residence. 'The residence was owned by the system and the expenditures were legal, but they angered the public and the Legislature.

The system moved quickly to prevent a repetition of the scandal by selling the house when Ms. Reyntlds left—for \$3.6-million. The system then bought a home near its Long Beach headquarters for \$1.2-million and placed the rest of proceeds from the Bel Air sale into an investment account for maintaining the new residence.

Mr. Monitz hus demonstrated that he is eleaning house at the sys- and Means Subcommittee on Edutem office. Only one of five vicechancellors remains from the Revnolita years. New senior officinis include Molly Corbett Broad, who resigned as executive director uf the Arizona Bourd of Regents to become senior vice-chancellor for finance and administration, and Fernando C. Gnmez, n San Antonio Inwyer who is now the system's

Generally, the new team has won proise for being better manngers. Says Mr. Shansby, "It's kind of like watching a baseball tenm that has been losing. And all of a sudden they get a counte of new players and they start winning."

But serious frustrations with the

system remnin. Mr. Monitz snys: There have been surprises for me in terms of the depth and Intensity

F. Patrick Nichelson, professor of religious studies at Californiu State University at Northridge, year it is in the interest of adminisimtors and faculty members to work as a coalition to secure additional financing from the state. But



Barry Munitz, chencellor of the Cellfornie State U. System: "There have been

Mr. Nichelson, who is president of the California Faculty Association. the union that represents csu faculty members, says forming that co-alition has been difficult at times

Mr. Munitz needs all the support he can get for the tultion increase, which he says is necessary to maintain the quality of the system. The state has prided itself on maintaining a low-cost higher-education system. Tuition for the state uni-

env member of his ton echelon has

sny experience negotiating with

versity is now \$936 a yenr. Since the system's board vnted for the increase, legislators have received hundreds of letters from nlumni, parents, and students decrying the fee hike.

In Merch, the Assembly Ways cation voted to limit the fee Increase to 10 per cent. Furthermore. Willie L. Brown, Jr., the Speaker of the Assembly, said the 40-percent hike was illegal because state law sets a 10-per-cent ceiling on toition increases.

#### 40% Increase 'Ia Crezy'

Says Assemblyman Campbell: The majority of the lower-income folks go to the community colleges. The next step up are the csu's. To nllow fees to go up 40 per cent is crazy. We're going to force out a whole lot of people."

The Assemblyman notes that in exehninge for increasing fees 20 per cent last year, the Legislature promised students it would hold future increases to the 10-per-cent eciling. To do otharwise would mean "we're reneging on our guarantees," he says.

At the same time, Assemblymen Compbell says, lawmakers know the system cannot operate without additional state support. The answer, he says, is a public-education campaign to emphasize the need to raise taxes.

Mr. Munitz makes no apologies for the proposed tultion increase. He says of the lawmakers' action "They have taken u very dramatic step to undermine this university. A 10-per-cent limit is more than far-fetched. Ultimetely the budgetconference committee has to find us some tax moncy or they have t

#### Critics Are 'Short-Sighted'

Mr. Munitz realizes some student groups view the vote in limit tory. But he says: "Those students who register in the fall and who nselves in the street will see that the student association was being short-sighted. What I'm trying to do is to point out the choices-either you pay \$1,300 or you delay getting in

Some students, like some faculty members, say the chancellor's critleism of their approach may prove costly to him in the folore. Says Jeffrey K. W. Chang, legislative director of the California State Stodent Association: "What I fear is that he his resetting this way to what the Ways and Means subcommittee did, Monitz moy be alienat ing n lot of people. In the past, students have joined the state-university chancellors in going to the Legislature to fight for higher edueation. Monitz may have missed e opportunity this year."

Mr. Musitz over his handling of presidential seerehes. Assemblyman Richard Polanco, chairman o the Latino Legislative Caucus ehided him for failing to select a Hispanie for the presidency of Sen Jose State University.

The dispute about the San Jose State search was a bit more compliealed. At the March meeting of the csu Board of Trustees, Mr. Monitz had Intended to nominate Roth Leventhel, provost and dean at asvivania State University at Harrisburg, for the post, But she

withdrew, citing the bitter opposition to her nomination us one of her essons. Alumni, including one who hud donated \$1-million. threatened to withdraw their supnort if the search was not scrapped

because they seid Mr. Munitz had

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set a quota for the pool of candi

Ms. Leventhal was among six li nalists for the job—three women. two of whom were white and one an Asian; and three men-a His panic, a white, and a black. The diversity of the candidates raised eyebrows among some profess and ulumni

After her decision was mad public, Mr. Munitz insisted that she was the only candidate with comprehensive support from the search committee and the commu nity. He says: "Roth was a very impressive finalist, and our loss in Harrisborg's guin." The collapse of the San Jose

search prompted more demand that the system recruit minoriteandidates. Some educators say Mr. Munitz has not done enough

head of directors, Mr. Gray Says Guillermo Rodriguez, di timed his plans for restructuring rector for policy and research for the Latino Issue Forum: "He sain Mr. Gnry submitted a \$10.2he was going to make n concerted milion budget for next year that was effort to increase the Latino repr highly \$300,000 less than this sentation in CSO. We haven't seen a yar's. Although Mr. Grav strong effort on his part, We's sportedly didn't mention layoffs at been working quite well together the meeting, two sources indicated that staff cuts could result from the we are watching and waiting."
With presidential posts open

Several regional offices also may California State University earn becoreanized including the puses in Northridge and Sonon as well as in San Jose, Mr. Mun ington, where Mr. Gray i expects the pressure to continu spected to pluy on active role. Mr. While he is committed to increase Cay left his position as House ing diversity in the system, Mi Munitz snys: "I'm not going to promise them naything. N mimarily, Mr. Gray wents to going to get one of these slott based on other than quality is

at the UNCF to raise mun he fund now spends obout 15 delaistrative and fund-raising penses, and Mr. Gray would to see that drop in 15 Robert Albright, president of Edather presidents of black

> dray was notking the right "My sense is that we are halthier thun we've ever been before," said Mr. Albright. "I do bow that Bill is tightening up. 1 applied it. It will be a stronger

The United Negro College

fued is trying to cut costs and

The hope is that by tightening

a 4t member institutions, all

Sace his appointment as the

mtions, several sources say.

all be able to raise more money for

givate, historically black colleges.

ted's president last year, William

# Gray, III, has said he wants the

seting last mouth with presidents

er colleges and the fund's

ind to operate efficiently. At a

ive expenses, the firm

onsolidate some of its

The University of Bridgeport haid to be reconsidering a \$50-ellion offer from a group fillisted with the Unification

The financially strapped ersity, which could close this namer, previously rejected an after from the Professors World to Academy (The Chronicle. kiober 30). The academy is an trational organization of stemics affiliated with the Rev.

Under the proposal, the academy ould invest at least \$18-million over text eight years and bring in on 6,000 laterantional students, the would increase tuition ues. In retorn, the academy hald be given control of the Board

In a letter to the board's an, the academy repeated its er. The trustees may consider te affer over the next few weeks, a rersity spokesman said

# **Business & Philanthropy**



Martha Taylor, vica-president of the U. of Wisconsin Foundation: "They've seen th



Dyen Sublett, director of UCLA's office of arts development: "In the next 25 years, my women will be in thair prime giving years. Wa cas't afford to ignora them

# College Fund Raisers See Their Alimnac as Untapped Donors

Demographic change prompts efforts aimed at women

#### By LIZ McMILLEN

Janet Prindle has maked up several firsts in her life. A 1958 graduate of DePanw University, she made her way to Wall Street years before the entry of millions of women into the work force, In 1983 she became the first woman partner at Neuberger & Berman, an investment-management company, and today she manages on investment portfolia nt some \$250-million.

Yet Ms. Prindle counts among her provides; achievements the \$1-million donation she gave to DePanw last year to endow the women's-studies program. With that donation, Ms. Prindle corned another first: She became DePanw's first

#### Something You Work For

"This is something you work for," Mr. Prindle says of her gift to the university, "I feel very strongly about giving to DePaow and my church. I think it is a responsibil-

For many years, colleges figured that men have money and women marry or in-herit it. When women did give money, it was osually a small amount-'pin money"-or the gift would go to the husband's ulma muter

Sn goes the conventional wisdom, but many college fund misers are not listening. And neither are Jonet Prindle and many women like her who are quietly shattering ome tired assumptions about women and philanthropy.

Many colleges and universities, exper for new sources of support and aware that women represent un ontanged donor murket, are beginning to court their doubters in the same way they have pursued their special fond-raising programs to woo female donors and are paying much claser attention to the views of alumnue about their institutions.

The University of Wisconsin and the University of California at Los Angeles have started programs oimed at increasing the involvement of alumnae as philanthropists. "In the next 25 years, many women will be in their prime giving years," explains Dynn Subjett, director of UCLA's office of arts development. "We can't afford

#### Special Councils Created

Other universities, such as the University of Pennsylvania, have established spe-eisl trustee cooneils to bring soccessful nlomnae together with younger women entering business and other careers. Cornell University has a group of female prodoutes who advise the president on fund raising. and Colgate University plans to have a fund raiser work nearly full time with female donors.

Why the change in attitude toward wonen and their philanthropy?

Demographics, say many fund raisers.

son. Iniversity of Entiformie at Los Angeles. For a professorship in family medi-cine: \$590,000 from George F. Kacl-ler.

ler.
University of Kanasa. For the capital company.: \$700,000 from Phillips 60 Company.
—Por scholarships in the department of acrospace engineering: \$709,731 from the estate of frene McClune Gold-mith.

the estate of trene McCline Gold-amilt, University of Minsouri el Rolla. For scholarships an civil endaceria: \$100,000 from Real v. Abben. We \$100,000 from Real v. Abben. We the scholarships and the scholarships a their early teens how to transfer, as their early teens how to transfer, as the classoon and adily life. 4ds. they teerned in sperce; \$165,000 face. Altheir Contouer Association. West as m Wyaming Community Callags. West as m Wyaming Community Callags. The superce of the programs. \$1 entities for taperce of programs. \$1 entities

# Many College Fund Raisers Sec Alumnae as Untapped Donors

ommumbered men in undergradu are enrollments. When they graduate, women are marrying later, having fewer children, and poists ing professional careers in medicine, law, and engineering. Because they outlive men, women are generally thought to control 60 per cent of the nation's wealth, according to find raisers and others.

#### A Female Profession

More women are asking other women for money, as well, Except at the very top levels, callege fund raising is a female profession, Women have different strategies for working with female alonous. several fund raisers say: They · don't assume that women will sliy away from talking about money. what alumnae are interested in sun-

And women's ideas about what they can do with their money are changing. Women increasingly are interested in using their money for sielal and educational change fund ruisers sny. At UCLA, n dnminant theme that emerged from interviews with alminne was that men give to preserve; women give

Many energentional institutions essentially have come to realize what mnny women's eofleges have known and aeted upon all along that women will give generously when they feel a sense of loyalty to their sima mater, Suys Peter R. Rumsey, vice-president for resources at Wellesley College: 'At the more visible women's colleges,

Wellesley recently raised \$167million in a five-year capital drive, believed to be the largest amount purpered in a single campaign by a Wellesley elosed the books on its campnign in Junuary, several other women's colleges had senred compaign coups: Smith College raised

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BOOKS FOR HIGHER EDUCATION

Continued From Proceeding Page \$163,2-million in a five-year cam-For the past decade, women lave paign that ended in 1989, and Mount Holyoke College collected \$139-million in a live-year drive that ended in December.

Those campaigns are evidence when the Women's College Coalition studied alumnae giving at women's colleges. Alaimae of such colleges are almost twice as likely to give as are men and women who attended coeducational colleges, and their gifts are, on average, 25 per cent larger than those

to other colleges, the study said. Another study, done in 1984 by Yankelovich, Skelly & White, a market research company, found that men tended to give 2.5 per cent of their income to charity, while

wumen gave 2.2 per cent. Still, sterentypes die hard, A few years ago, a trustee at the University of North Carolina sparked controversy when he cumplained that the increasing enrollment of women would lead in decreased fund raising. Similar fears were nired when Princeton and Yale Universities became eneducational in the

#### Losing the Middle Range

At some large research universities-generally the biggest averall fund raisers-women aren't giving at the same rate as men or alumnae of women's colleges. At UCLA, just 13 per ecut of "Chancellor's Asso--donors who give bel ween \$1,250 and \$5,000 n year-are women. Many universities report that gifts fram women tend to be at the low and ton ends. "The middle range is where they don't give," notes Mariha A. Taylor, vice-president of the University of Wisconaln Foundation, Ms. Taylor serves as co-director af the Network on group of college fund raisers and others interested in empowering

women as philanthropists.

making donations is actually higher than that of men. That is the case at Poleate University, where 53 per cent of the university's 6,000 female graduates give, compared with 49 per cent of the 18,000 male graduates. Even so, the average gift by women to Colgate is only about half that of men. To persuade women to give

more. Colgate is moving a staff member from its alumni office to development, to cuncentrate on wurking with woman donurs.

#### Going for the 'Known Wealth'

"We have felt for some time that we have been a very male-oriented development office-for good reasons. We went where the known wealth was," says Ronald Joyce. Coleate's vice-president for externot affairs. "But it's becoming increasingly clear that there is wealth and expertise in the hands of our

If women haven't given as much as they could, part of the hlame lies with institutions that never anproached women ar assumed that men made the decisions about money. Ms. Taylor jells the story of visiting a warking woman and nsking for a major cantribution far the university's library, "It's about time someone usked me," the woman replied.

Important differences exist between men and wamen and their respective giving, Ms. Taylor and others say. While some men may he motivated to increase their gifts because someone else is giving more, appealing to ego osually daesn't work with women, many fund rulsers say. Relatively few women want their names on buildings or plaques, they add, and some prefer to give anonymously-sometimes confounding hones that women become more visible philanthropists.

Others say women's philanthropic interests differ from those of men. "They've seen the football Women as Philanthropists, a new fields and the haskethall monuments, but they want to help studenis," says Ms. Taylar. At UCLA, femala graduates have been inter-Yet at a few coeducational Insti- ested in how the university is worktutions, the proportion of women ing to solve such problems as

h

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briols.

Florido Stele University. For n professorship in the college of law: \$100,000 from Elizabeth Alkinson.

For scholarships: \$100,000 from Ted and Suns Rodrigue.

homelessness and drug tibuse and forced "to rethink her giving," how it is improving the lives of stu-

Cammunication and the attitinles that development officers have toward wamen are also issoes. "Men have had good advocates within institutions," Ms. Subjett says "They've had the football tickets and the CEO loncheons. Women haven't had people asking them what I hey are in-

#### Treatment Is Different

"Especially widows and elderly women," she continues. "All of a sudden they're very interesting to un institution, and then the devel opment officer thinks she needs guidance, she daesn't really understand. If she were n mun, she wouldn't be treated that way."

For colleges that do mise their expeciations for alumnae. Fould raisers report an "nwakening" nmong female graduates who had been generous with their time but not necessarily their wallets. "We began to see light bolbs going off in their heads when we challenged them." says Bonnie I. McKenzie vice-president for college advancement at Keuka College.

Ms. McKenzie recalls approaching two Keuka graduates for major donations to the college's \$9-million Centennial Campalga. "One was floored by the request I put to both of them," says Ms. McKenzie. "She said. 'I don't know why I'm so shocked by this. Being a ilanthropist means acting on the social responsibility we learned at Keuka, but I never thought to apply that to myself.' Then she said Besides, we cauldn't raise \$9-milion by selling brownies."

Keuka, a woman's college until 1985, has raised \$9.5-million so far In the three-year campaign. Gifts from women graduates are 10 to 15 times as large as previous ones.

Sharon Smith is precisely the kind of donor Keuka was hoping to reach. A 1967 graduate of the college, Ms. Smith previously gave Keuka's annual fund \$25 or \$50 a year. "What I was sending was the equivalent of a dozen cookies."

When the college's campaign opened, she was asked to give

more, and Ms. Smith says she was

Ms. Smith has pledged \$1,500 ta Keuka over three years, a denotion that will be matched by her compa nv. Black & Decker, for a tatal sil of \$3,000. Ms. Smith, who is put ling two children through college took on consulting work at night st she could make her pledge. Although her gift meant extra work Ms. Smith is happy to be support ing her college more generously.
"My contention is that men

coming out of Cornell and Colgan are expected to give more than women," she says. "Those expec-

Jean Manchester agrees. M Manchester is a 1948 graduate of the University of Wisconsin and chair of the university's Women's Council, a group of women who have given \$10,000 or more each taken the center open.

She provided the seed maney to this is a very important builty the new Center for Woman und Philanthropy, an academic project, und she also has given STOO OOD to establish a Center of Excellence in Family Stodies.

Ms. Munchester says she gives Medicul-school students her money where she sees the country may soon he need. "This is something wome didn't lenra from our mothers she says. "We learned how la give time and baked goods and so for but not to give money. That is something that is needed to be learned and understood."

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Acoler for multicultural defice at the University of given may have to shut its built it doesn't receive more

nerg soon. Re Ella Beker-Nelson Mandela idular Non-Racist Education gent in 1988 with a \$40,000 grant adagainereity in response to

The student-run center was to one off-sufficient after three es, according to University of Cogn officials. Missalents say that the political

interising the stile to a spessive groups and that it has wifferly to caise money and the mut backlash against "political

We made many gains in 1988 to more the climate for minority burr a hoard member of the mer. "There has been a retreat mmany of those gains." Biversity of Michigan officials griey had never agreed to finance senter forever, "We're not the off our commitment to fund cadiversity programs," said ity's news and information

The center is operating on a 5300 Reebok Human Right and that it received in 1931. The aur, which sponsurs speakers and Siedural events in the campus.
Imby a paid director and a student
above with the help of

thisenity of Michigan students availing to foundations for pronts of aniversity," Ms. Maurer said a sould be a significant loss if we

Medical-school students hid on whether they can keelops rapport with patients, its suedical history, perform idomogh physical exam, and the Josiah Macy, Jr., adding, which supports the rads, has given \$500,000 to

raceical schools in North polita to develop such an series of medical schools expect Melical-school - str ed-school officials have wried that the clinical tice of students has not intely tested. Some al schools have begin to dister clinical-practice examp. ndardized test exists. Is institutions supported by the styling limitations supported by the styling limitation and wake like it. eversities, and the hersity of North Carolina at eel Hill—plan to test medical dens between their third and

ears by having them evaluate

\* who have been trained to

the a variety of illnesses and

DePaul Program Offers Ambitious Singers Way to Explore the Demands of Opera

Months of rehearsal for opening of 'Carmen'

**Students** 

By SUSAN DODGE

Upstuirs at the Blackstane Theatre, in a eramped, brightly lighted dressing roam, Jennifer Nurdine is applying a second coat of red lipstick and staring into the mirror with a nervous smile. Around her, dazens of other DePaul University students are humming scales to warm up their vaices and rushing off to a fauntain to gulp water.

The students are preparing for a dress rehearsal of Cormen, the classic Georges Hizet opera about a soldier's fatal attruction to a gypsy. The mera was first performed in 1875 in Paris. The DePaul sludents are singing an English translation of

"For me, this is a test of a lifelone goal." says Ms. Nordine, a senior at DePaul University who is a member of the chorus. "I always wanted to go into opera, but it's very competitive, This gives me a chance to see what it's like."

#### Second Hume for Performers

Four blocks south of DePaul's campus in the city's Loop, and just off busy Michlgan Avenue, the Illackstrate Theatre has become a second home to dozens of De-Paul students who want to become professional singers or actors after they graduate. For more than 50 years, DePaul has of-

lered a major in vical performance. Today about 75 students are enrolled in the program. Most pursue professional singing cateers after completing the undergraduate progrant or after earning a graduate degree. Many who want to pursue careers in opera do unt join professional companies until they are it least 30 years old—an age at which numy singers find that their vocal range is at its penk, according to DePaul administrators.

DePaul bought the Blackstone Theatre, which had been built in 1910 in the French Renaissance style, in 1988 as a venue for music and themer students to practice and perform. Since then, hundreds of students have appeared in plays and operos before packed houses. The theater, with its original crystal chandeliers and 1,325 plush, red chairs on three levels, has an intimate at-

#### Chang of a Dress Rehearsal

Chaos reigns buckstage tonight as men in soldiers' uniforms pass out rifles and knives to be used in Act One, and a woman dressed as a cigarette factury worker bolts up the stairs toward the dressing rooms yelling. "I need mure huir spray."

Tonight's dress rehearsal is the first time the orchestra, the singers, and the technicians-all students-have been able to work together. Before this, the orchestra and singers have rehearsed separately, and the technicians have fine-tuned the lighting and set changes without the performers. Now, about 100 students will be working Continued on Following Page



Cast mambers prepare for their drass rehazinal af CaPaul U.'s production of Bizat's "Corman."

# Aspiring Singers Get a Glimpse of the World of Opera

leverishly to perfect four months of

As opening night approaches. most of the participants have been practicing for more than four hours a night, five days a week for the most several weeks. They also have been trying to find time to study for

Stephanie Odonina, a sonlie nuire playing one of several eigarette factory workers, says: "People warned me about this, but I didn't realize what it would feel like to be in an opera and have four finals going on at the same time." The undergraduate and graduate

"People warned me about this, but I didn't realize

what it would feel like

to be in an opera and have four finals going

on at the same time."

students in the opera say they rarely go out to burs or puriles ufter they finish rehearsals at 11 p.m. They are too tired, and they must suve their voices for the next day's work. They usually go home, study fur a shurt while, then go to sleep. At the theater tonight, only a cos-tume room piled high with backpacks and notebooks offers evivience that these mezzo-sopranos

and tenors are college students. "Opern requires a level of dediention beyond which many peuple would cunsider healthy," says the director, Harry Silverstein, who is s visiting professor of music at De-

Memorization and Training Mr. Silverstein has directed professionni operas in Chicago, New York, San Francisco, and Houston

## U.S. Judge Upholds University's Right to Set Curriculum

A U.S. Dietrict Court judge has ruled that a veterinary-medi cine major at the Ohlo State University has no constitutional right to require n change in the curricu-

Jennifer Kissinger, a senior at Ohio State, sued the university in 1990 elniming that the College of Veterinary Medicine's curriculum A went contact her religious beliefs by requiring third-year students to perform surgery on live animals. The animals are anesthetized during the surgery and later are killed.

In response to her complaint, Ohio State created an alte curriculum in 1991 that does not involve surgery on live animals.

Ms. Kissinger's lewyers then filed a motion requesting that the university reimburse her legal fees. But Dietriet Court Judge George C. and funerals that need singers. Smith denied the request for reim-

Sald Mr. Smith: "Students have no right to tell their teachers how they are to be taught."

-SUSAN DODGE are not es concerned about jobs as

- Continued From Preceding Page — in the United States, and in Germa — they are about their performances. ny, England, and the Netherlands. Memorizing the notes and wordswhich must be done well in advance of relicarsals—as well as the opera before. dramatic training and choreography involved, can be very draining. he says.

Even the production itself, at 3 hours and 45 minutes with two intermissions, is grueling. Many of the students say they must drink at least two gullons of water a day to keen their overused vocal cords going

All that water and practice must he naving off. At tonight's tehearsal, the singing is deemed excellent andience begins to applied loudly by the director and by Linda Hirt. a lecturer in opera and plano at De-Paul University. It is the little details that need polishing.

Amy Pickering, who is pluying Curnen connot seem to throw to rose directly at Don Juse, the soldier who falls in love with her. II flies offstage, and a woman in the chorus has to retrieve it and hand it to Don José.

Mennwhile, Elizabeth R. Magmison, a junior playing Micacla, Don Jusé's girlfriend, has trouble concentrating un her lines because a wish of hair from her blonde wig keeps fulling into her mouth. "The rehearsal is for them to learn how to keep guing even when things go wrong," Ms. Hirt expluins.

In addition to the vocal-perform unce majors who are singing in the opers. DePaul University theater majors are manning the sophisti cuted lighting equipment above the stage and helping to urganize props. The orchestra is made up of students from the School of Music.

Between acts, some of the ten sion of the rehestsal seems to fade. Many of the performers take breeks upstairs in their dressing rooms, joking about some of the mistakes they made on slage.

"Carmen, are you saying that you couldn't hil the broad side of s harn with that rose?" asks I in deep Rne Larsen, who plnys one of her gypsy friends. Me. Pickering laughs, "Yes, that's right," she

says.

Many of the students hope to sing professionally after they graduate. Ms. Magnuson plans to look for work in Germany and Austria. re opera companies flourish. as opposed to the United States where, she says, there are fewer

Ms. Nardine has a plan if she can't find a job singing. She has taken several courses in computer seience and eays she may look for n job in programming, "It's wise to have some practical skill when you're trying to break into a ereative field like thie," she says.

#### Hitting Their Stride

Some of the students performing in the opera say that even if the nren't selected to join profess opera companies, they plan to use their voices to earn money. "There are always churches, weddings seys Frank Villells, e senior major ing in vocal performance. Mr. VII-lelle is pleying the role of Lillas

Pastle, a tavern owner. For now, though, the students

Many are nervins because they have never seen a production of Curnten and never performed in an

A few plays after the dress tohearsal, it's time for opening night. At Friday and Saturday nights performances, things go well, but Sunday night, the production hits its stride.

The singers' vocal range is impressive, the lighting goes according to plan, and even Carmen's use lands perfectly in Dan José's hands. As the last notes are sing, the

in a long ovation. The students, hearning, join hands and take u

Frank Villalia: If he doesn't jain an epers company, he says, "there ere always churches, weddings, and function that need singers.





A Pladge. The Tenih Internellonal Conter-ence on Technology and Education will be a lively forum addressing the social, politi-cel, philosophical, technology and education. Format. In addition to the traditional pepera and pansis, we welcoms proposels for debalas, round lable discussions end any new learning experiences. Due date for proposals is Mey 15, 1992.

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# Athletics

# MCAA to Back Measure That Requires Colleges Reveal Athletics Costs

By DOUGLAS LEDERMAN

The National Collegiate Athletic Associin his agreed to support federal legisla in that would require colleges that give Heic scholarships to reveal their sports suries and costs. The NCAA's breking puly increases the chances that the sure will become law.

Aversion of the legislation-which had busmended by its sponsor, Rep. Paul D. lary, to address concerns expressed by ENCAA-was approved by the House is seek as part of the Higher Education endments of 1992. The Senate's vernof the amendments, which was adontast month, did not require financial dissue by sports programs.

Both Representative Henry, a Michigan blican, and an NCAA official said they leved that with the NCAA's backing, the sure would survive a House-Senate frence committee end become law. school Scott, n lobbyist for the NCAA,

the association disagreed with many thenry's views about college sports. the's been reasonable on this, and we ilm accommodate it," seld Mr. Scott. here satisfied with this."

#### sessive Opposition

at represents a marked change for the w. In 1990 it aggressively fought a prets draft of Mr. Henry's bill, which have required colleges to report rathletie revenues and expenses sport wort and to account für each dollar o ttes and costs by ullocating it to n od. The NCAA said the bill would burden legeofficials by requiring them to report financial information in a different wfrom their usual methods

The House passed the bill, but oppo us in the Senate successfully excluded from a broader campus disclosure luw. Recent discussions between NCAA off and Mr. Henry's staff resulted in a promise. The bill approved last week drequire colleges to make public their total revenues and expenditures for ktics, and more specific breakdowns football, men's and women's besketlall other men's sports combined, and ther women's eports combined.

#### of Nevada Board Rejects ble of Basketball Controversy

LAS VEGAS, NEV he University of Nevada's Board of wals voted 5 to 4 last week not to conan inquiry into the basketball controby at the Las Vegas campus.

bal coach who has sought to reseind esignation he offered last June, had the regents for an outside investigainto whether university officials had spired to force his ouster

MLV's president, Robert C. Mexeon, Fudgingly said he would cooperate such an loquiry. The regents' vote seen by some observers as a lukewarm nement of his handling of the basketlep, and an indication of possibly WDDON! -DOUGLAS LEDERMAN

### Status of Sports investigations on College Campuses

A symbol (a) Indiceles that on item has been edded or changed since this list was lost published in The Chronicio (January 29, 1992)

Aubum U. The university seld (4/30/91) that it hed received an official letter of inquiry from the NCAA, which flated possible rules violations in Aubum's man's background and man's ler programs. The university seld (7/15/91) that i hed conducted on internal investigation into the two sports progrems end would cooperat with the NCAA inquiry. Two former toolball pley one of whom seid he had audioca tapes to support his charges—told The Moni gomery Advertisor (9/27/91) that they had re ceived illegal payments from coochas and alumni. Aubum's head cooch, Pet Dye, and several sesistents donled the charges. Another former pleyer, Vincent Harris, seld (10/6/91) that he had received money from assistafloatball coeches, at least once at the direction of Mi, Dye, On tapes released by Eric Remails (10/20/91) to The Birminghem News, en Aubum boostel who is a friend of Mr. Dye is heard offering to give the pleyer cash for cer per ments and Chrisimas presents, Mr. Remsey re Sympuse U. The Syracuse Post-Standor leased (11/3/91) new tapes on which he ep peared to have recorded three current or for pegied to never recorded three current or for-mer assistent coeches' offeling him cash. The Cas News show "60 Minutes" (22/22/91) broadcast a taped conversation in which Mr. Dys tells Mr. Remsey that he will try to help him

Austin Peay State U. President Oscer Page seld (4/22/91) the NCA was investigating pos-albie violations in the recruitment of Bashit Ahmed a baskethall plever who never enrolled a Auctin Peay. The university edmitted (6/27/91 that an seelstent coson had violated three NCA rules and said it would cut its beakelboil echoleighips for next year to 14 from 15.

get a loen. The following week, occording to documents, Mr. Remsey received a \$9,000 loen from Coloniel Benk, which is owned by en Auburn trustee. Mr. Dye sits on the board of the

Sail State U. The university acknowledged (8 19/91) that it was investigating possible improper use of long distance telephone service by man's basketbell players. Four current play by men a pasketoen prayers, rour current play-ers admitted (10/16/91) charging more than \$800 in unauthorized cells to the university. They agreed to reimbures the university and were declosed eligible to compete by the NCAA A university Official said (12/8/91) that the instigation was continuing into possible abuse by former players.

Chicago State U. The Chicago Sun-Times to norted (11/7/91) that the NCAA was investigal ing charges that the university's sports officials had changed othletes' grades to keep them all gible and allowed part-time and transfer st denta to compele elthough they had not met Al Avent, seld he was not ewere at any inquiry.

Clemson U. The Allenta Journal-Constitution reported (10/24/90) that the NCA was investi-getting the possibility that the high-school tran-script of Wayne Buckingham, a recruit, had been altered and that someons had token the Scholeetic Antitude Test in his piece. Clemer ennounced (12/4/91) that NCAA entorcement officiele had accused the university of lecking omicine has accused the university or security control over the basketball progrem end edmissions officials of Ignoring evidence that M. Buckingham should have been ineligible. Clemson's deen of admission and registration to B. J. Skelton, who also is the NCAA's secre-

a Jackson State U. Mertin Epps, the trackend-field coech, was relieved of his duties (10/ 8/91) because of an inquiry into possible violetions in his program. Mr. Epps will keep his job tions in his project. In as a professor of physical education, the university sold. Jackson State admitted (1/28/92) to violatione in the trock program.

Middle Tensesses State U. In Nosi Tennesseen reported (4/26/91) that the NCAA vas reviewing possible rules violetions in the men's beaketbell program. A university official confirmed (12/9/91) that NCAA investigators

Oldehorns State U. The Daily Oklahomen 

Oklehome State officials that it had begun a proliminary investigation into one of the university's sports programs. Oklahome State sus-pended its westling coach, Joe Seey (5/17/ 91). The newspaper reported (7/24/91) that NCA enforcement officials had returned to the Stillwater campus to review charges that Mr. eay had directed his players to lie to inves seey nod circated one players to life to investi-gations. The university released (11/17/1) an of-ficial latter of inquiry in which the NCAA's en-lorcement staff listed 25 possible violations in the weetling program. They included charges that Mr. Seey had paid some ethietos to work at his summer camp and paid others for work

■ South Carolina Stata U, The university's trustees met (3/16/92) in closed session to ocuse chorgos that the athletics program wa Inder NCAA Investigation.

reported (12/20-21/90) that a seven-month in-restigation had shown that the university's man's besketbell program had broken dozens ol rules in recent years, Sylecuse's coech, Jin y seld it had sen! The NCAA's copy of the st ries. The NCAA's aligibility panel upheld (12/5 91) Syracuse's decision in October to declare ineligible Corrod McRee, a basketball player ofter an internal inquiry found that the universal ty had violated NCAA rules in recruiting him. lete judge in New York (12/6/91) grented M McReo's request for e restraining order that a The sligibility committee (12/19/91) isversalts earlier ruling, saying Syracuse, not h MoRse, should beer responsibility for the violations. The university seld (2/12/92) that its internal review of the basketbell program he found 13 engarent violetions of NCAA jules. I wered no violations by cosches and calls

he violations that were discovered "le oleted." Tenegages State II. University officials ac Tanassee State U. University officials ec-knowledged (4/25/91) that the NCAA was plen-ning to investigate possible uilss violations in the footbell program, including charges of possible "liledel inducements" to recruite. The ur versity seld (12/19/91) that it had violated some rules, and that it had isprimented Joe Gilliam, the football coach, and stilpped Jimmy

Bethee, a quarterback, of his eligibility. U. of Arkensas at Payetteville The Arke crel reported (9/22/91) that NCAA love! Osmocret reported (9/22/91) that NCAA Investi-gators were looking into possible violetions in the trensfer of two junior-college athletae to the university lest summer. Frank Bioyles, the athletics director. confirmed (12/19/91) the had been interviewed by the liwestigators.

U. of Miemt University officiels said (6/19/91 hot they would investigate charges that at eles may have received some federal aluder lets may have received some federal student aid by troudulent means. A former ecidentic counsaior in Mism's sports program contitled (9/2991) that he had teletifed Pell Grant appli-cations for sibrietse and changed the othletes 585 each to feed his cocarine bubb. Four Memil coaches teetilled (12/991) before a lederal grand jury that they did not know that the forms had been testilled on behalf of athlete s.

U. at Nebraska A university official seld (6/ 13/91) that an internal inquiry had reveoled possible violations of NCA rules in the man's beeketball program. Nebraska said (9/9/91 that it had found no violations committed by that it had found no violations committed by coaches. But its internal investigation lound that two pleyers had received improper benefits from a booster, and the university cut its besidetable ignate by one and limited the number of peld vielts it will provide to recruits in

U. of Nevade at Las Vegas The university's ethicities director said (7/20/89) that NCAA investigators had visited the campus to look into persible violations in the recruitment in 1985 ond 1986 of Lloyd Deniels, a high-school bas-ketball star who never played for the university.

ported [12/5/80] that the NCAA had notified | The NCAA charged [12/18/90] UNLY with 29 rules violations, many of them major. The Los Angeles Times reponed (3/6/91) that NCAA investigators were also reviewing possible viola tions in the recoultment of Ed D'Rennon a by kotball player now a the University of Califor-nia at Los Angelos The Las Vegas Review-Journal published photographs [5/26/91] showing frame UNIV pleyers with a men con-victed of lixing sporting events. Joiny Tarkon-ten, the basketball coach, sald (97/93) that he would realign after the 1991-92 season, unav otticlals asid (7/2/91) that they had received o now set of charges from the NCAA stemmin tron the recruitment of Mr. O'Bounon and an-other player. The university released a society made videolope (11/26/91) of a conflittening class lought by a UNIV busketball coach the apparently shows the team practicing below the official start of the season.

U. of New Mexico The university said |9/ 13/91) that one of its gymnests. Luis Longz who had acknowledged receiving \$500 e month from the Mexican Gymnestics Federailion, would not compele until the NCAA re-viewed his case. The university said (3/17/92) that il had requested and received the resignsling of its women's sympastics chack Peter Longdon, A university officiet seld only that Mr. Longdon had violated "rules and regulatione" of the university, its conference, and the NCAA

. U. of New Orleans The university said (2) 27/92) It had elened the Ness to sumors tha the men's booketball program might have vio-leted rules in the lete 1980's, and that it had hited an investigator to atudy the charges

a U. of Pittebungh The university said (9/16/ 91) that it was investigating whether a sociol club had violated NCAA rules when it paid \$10,000 to the then-head loolball coach, Mike Gottlied, for epseches. The Pittsburgh Press reported (12/19/91) that a football player, with Hamilton, had refused to elen e doc ment thet would allow university investigators to review records of money that reportedly had been wired to him. Pittaburgh's men's basketbell coach. Paul Evens, denied (3/11/92) a charge in The New York Daily News that the NCAA was investigating the recruitment of Ja mail Fsuikner, a New York City stat, in 1989.

# U. of Texas-Pen American The NCAA charged (2/11/92) the university with lacking program.

U. of Virginia The university said (5/21/91) that it would investigate about three dozen loans nado in the 1980's to athletes and graduote assistent coaches by a booster group. A ihree-member committee will review whether the loss by the Virginie Student Ald Foundetion violeted NCAA rules governing improper fi-nanciet sid. Many of the loans were made while Richard D. Schultz, the NCAA's executive disctor, ren Virginie's sporte progrem. Mr. Schultz seld he knew nothing about the loane.

Vanderbilt U. The women's besketball coach, Phil Lee, reaigned (3/9/91) efter he reportedly telled to provide complete information to NCAA investigators. News reports said that the easo investigators, news reports said their the esso-cietion was investigating cherges that Mr. Lee hed violated some minor recruiting rules, and thet the coach had withheld some information from NCAA investigators during their inquiry.

#### INVESTIGATIONS RESOLVED

a U. of Nebraeke The university sold (3/16/ 92) Il had received word from the NCAA that II would not have to torfelt toothell games bewould not heve to tonent coctoeit gemee be-ceuse o pleyer, Omar Soto, edmitted heving pleyed in a scilmmäge while et e junior college in 1986, The NCAL concluded their Nebraeke did not know that Mr. Soto had played in parts of five college sessons, which le evioletion.

a U, of Pitteburgh Criminal proceedings ageinst four former amployees cheiged with stealing booster money ended when the em-ployees agreed (1/22/92) to raimburse the university for over \$110,000 they had teken.



# Trinity College in Dublin-the Irish Republic's aldest university—is planning to increase its corollment of students from Northern treland, which is part of the

United Kingdom.

A warm welcome for students from the North was promised by when he spoke at celebrations charter to the college 400 years ago

He said that Trinity was well equipped to contribute to a reconciliation between the islami's opposing political traditions. It has a proud record in the urea of religious olerance and general freedom of thought and has evalved a whelly non-secturing ethos, he said.

Trinity lists amone its obmore Edgund Burke, Sunnel Beckett. Oscar Wilde, Jonathan Swift, and Ernest T. S. Walton, who shared the Nobel Prize in Physics in 1951.

leaders who want to relain the uniun with Britain were educated at

Trinity.
"We believe that students of all sions from Northern Ireland will find, as they have always dune In the past, a congenial neademic environment at Trinity." said Mr. Mitchell. "We believe their presence and their experience here will be a force for greater understanding and reconciliation. We welcome them and will actively seck to recruit then

As recently no three deendes ago came from the North. But the particularly since the latest round of "troubles" began more than 20 years ago. Now fewer than 200 of Trinity's 9,200 students are from

Mr. Mitchell told his audience that he was anxious to increase the number to between 600 and 800 over the next few years.

He also said he wants students from the North to be representative of both political positionsnntionalist and unionist.

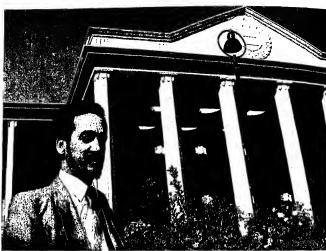
Six Jesuits from the University of Central America in El Salvador who were murdered In 1989 have been posthumously awarded \$100,000 by a Texas-

based human-rights organization. The fimil, which will be used to endow a professurship at the San Salvador university, was estublished to honor the memory of the Jesnits, who were killed by Salvaduron soldiers in a massacre on the campus. Two military officers were convicted last fall on charges stemming from the killings.

The grant was made by the Corter-Menil Human Rights oundation, which was co-founded by former President Jimmy Corter. The funds will support an endowed chair at the university's new human

The foundation also awarded u total of \$70,000 to 15 other people involved in human-rights work in

# **International**



# British Election Puts Spotlight on Higher-Education Issues and Importance of Votes by Professors and Students

By DAVID WALKER

If next week's general election in Britain were to be decided by the votes of students and their professors, the Labor Party would emerge the clear victor, according lo surveys of voter preferences.

Labor has been the consistent prefer ence of a majorily of professors and has led in two successive polls of students.

In national opinion polls, however, the Labor and Conservative parties are running neck and neck, and it is likely that neither will come out of the election with n majority of seats in the House of Com-

The votes of academics and students may be of particular importance in a number of districts that are home to university campuses and where incumbent Conservativo Members of Parliament face strong challenges. The cities of Bath, York, and Cambridge are among such districts, In Oxford East district, one of the few Labor representatives in the southern part of England faces a tough fight, and the votes of academics and students at both the University of Oxford and Oxford Polytechnic could help determine the outcome

#### Questions on Salarles and Finances

The election is toking place during the universities' Easter vacation, however, and that may mean students will vote in their home districts, reducing their poten-tial impact. Under British law, students can choose to vote either in the city where their university is located or in their home district. Most students do not choose to

apply for the absentee ballot that would allow them to ensi their preference in the university district even during vacations.

The Association of University Teachers is not making an official endorsement, but it is urging its 30,000 members to question candidates in the election on their nosi-

Politicians are clearly ignorant or deliberately concealing the Impact that the increase in student numbers will have"

If universities are not given enough financial support.

tions on faculty salaries and university fi-

In a statement, the association said that "politicians are clearly ignorant or deliberately concealing the impact that the inse in student numbers will have" if universities are not given enough financial support to maintain the quality of the sys-

Labor and the Liberal Democrat Party are on record favoring a new government review of faculty pay, which the Tories oppose. Jack Straw, Labor's education spokesman, has said the way salaries for professors are now negotiated is cumbersome and should be replaced by a neutral panel that would judge the need for a salary increase according to the state of the economy and other factors. Labor would re-

spect the lindings of the panel unless there were "compelling" reasons not to. The Conservative guvernment recently reject ed the iden of a pay-review panel for ani-versity professors. The fories favor local pny bargaining between vice-chancellon and professors, based un supply and de

A key issue affecting students is the los program introduced by the Conservative government in 1990. Labor's official platform highlights its commitment to abando the student-loun program, but offers a specifics on what it would put in its place beyond pledging "a fnirer system of ste dent gronts and help for housing and vacation hardship." The statement refers to the abolition by the Conservatives of students rights to apply to government welfare agencies for money during university vaca

In their platforms, all the parties con themselves to continue the expansion higher education. Mr. Straw said Labor wonted Britain to become the "academ powerhouse of Europe." Labor would double the number of students in the system within 20 years; the Tories promise & unspecified number of "extra enroll, ments" and an expansion of the loans pro-

#### Pledge by Tory Spokeaman

Keith Hampson, a Tory higher tion spokesman, pledged that under a Col servative government one in every three 18-year-olda would enter higher educ by 2000. That effectively would men Continued on Page A. WHITE ON INVESTMENTS LINGERS

# South African Universities Seek Partnerships in U.S. and Other Countries

"The main thing is to create equal opportunities for all

that last month's landslide vote by whites

endursing negotiations toward a post-

apartheid government means that Ameri-

can universities should immediately re-

verse their divestment policies to help re-

"The main thing is to create equal op-

portunities for all our people," said Mike

de Vries, rector of the University of Stel-

lenhosely, long known as the intellectual

home of Afrikanerdom, "Without invest-

ment from the rest of the world, we won't

be uble to get the economy of South Afri-

"After the referendam," he added, "it

huild South Africa's economy.

en really going."

our people. Without investment from the rest of the world, we

won't be able to get the economy of South Africa really going."

abied reforms eather momentum Africa, more and more historih blick and Afrikaner universities Maghave been isolated from internamicotact are forming partnerships Micher-education institutions in the and States and other countries.

kulenics and politicians here agree sisch links-and the exchange propus and scholarly cooperation that in mically will generate—could play a by me in the development of South Afim higher education and in lessening direquality. This is especially true of sandanal relationships designed to inmuche research and teaching capacity

lader across South Africa's higherdution spectrum say there is a desperneed for outside funds in such critical mass scademic support for disadvaned students and staff development for ids. But while South African students

ay Corwel, rector, University of the Mirn Cape: "Everyone agroos that reed lavestment, but at what point? latestly is a political question."

and academics alike support the call for is abvious the process of change won't be cooperation and fluencial ussistance from institutions abroad, there is wide-

spread disagreement among them on whether U.S. universities should yet reinvest in companies doing business here. Some higher-education leaders argue

However, spokesmen for the African National Congress and the South African

Students Congress maintain that univerim government is in power before rein-

sities overseas should wnit until an inter-

vesting in companies trading in South Af-

John Samuel, head of the education de-

partment of the African National Con-

gress, said the optimistic view was that

on interim government would be in power

by June, with the end of the year being

According to reports in the South Afri-

can press, government ministers thus far

have been unwilling to set any sort of

deadline for the transition to an interim

"As forms the question of sanctions is concerned, we definitely need invest-

the more conservative estimate.

ment in a future South Africa," said Robinson Rampite, president of the South African Students Congress, "But the international community should make it clear that there will be no investment until there is a transitional authority in place."

The student congress, known as SASCO, is a non-racial organization with branches at more than 120 universities. technical institutes, teacher-training colleges, and other institutions. Mr. Ramaite said the student organization fully supported foreign universities' providing direct assistance to institutions in South

The congress, he said, trues potential spansors to give priority to "traditional menn we are excluding liberal universities, because we also have African students" at those institutions

#### Goal Is to Empower Black Students

Mr. Ramaite said the main goal of such assistance should be to empuwer black African students through support programs and other projects. The student eoder said grunt makers shuuld consult with student and community organiza-

Continued on Following Page



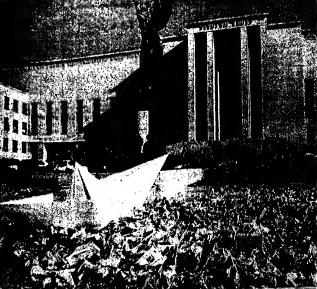
A sweeping law that would give Itnly's public universities much greater control over their own offairs will be one of the Items of business awaiting the country's new Parliament, to be chosen in general elections next week.

The last Parliament dissolved before it. could take action on the university autonomy law, but political and higher-education leaders are confident of the legislation's ultimate passage. The law is the final element in a package of reforms introduced over the post two years that many sny nre helping to reshape Italian higher educa-

#### Seeds In Earlier Plan

The wave of reform ironically had its seeds in on earlier plan to grant universities more ontonomy. Two years ago, Antonio Ruberti, the Minister for Universities and Scientific and Technological Research, proposed giving public universities the right to seek external, private financing for the first time. The move sparked nationwide demonstrations by students, who protested that having companies and other outside organizations provide funds to higher education would inevitably lend to interference in university offairs and violutions of academic freedom

The students also seized the occasion to protest a lack of services und gross overcrowding at public universities. The some-Continued on Page A39



The protests by years ago that pracipitated many of italy's current higher-aducation reforms, students at Roma's La Saplenza rity filled a plaza with newspapers and floated a vassal they seld symbolized the Institution adritt in a sea of paperwork

ships with South African universi-

Manaphela Ramphele, a physi-

cian who is deputy vice-claucellor

of the University of Cape Town,

declined to comment on "the polit-

ical question" of when American

universities should reinvest in

companies that do business i

Sauth Africa. However, she said

she believed that grant makers

should invest directly in university

programs, particularly those "to

enable blacks and women to com-

nete on an equal basis "

ties," added Mr. Samuel.

# South African Universities Seek Partnerships to Ease Isolation

Continued From Preceding Page intrestors should discuss with the tions before allocating their funds. In the past two weeks, he said, deleastions of students and academies rom Canada, France, and the Netherlands have visited South Af-Sar and consulted with sascir and other organizations about where aid should be directed.

#### Argument for Investment

lkey van de Rheerle, president of the non-racial Union of Democratic University Staff Associations. which has about 5,000 members on 19 campuses, said he strongly urged American universities to invest now in companies operating in South Africa, "We need to strengthen our prowth rate in South Africa, and that in turn will education, he said, "I would arone that at this particular juncture, development is important and growth

"The International community should make

It clear that there will be no investment until

there is a transitional

authority in place."

in the econumy is impurtant, and government before it occurs."

Said Roger Burrows, the educution spukesman for the liberal Democratic Party: "The referendum is a signal example of a sea change in the white population's thinking." He said he felt strongly that U.S. universities should reinvest in companies operating in South Africa ond "get fully involved now. They should also be participating in seademic and other exchanges with universities in South Africa."

Jakes Gerwel, rector of the University of the Western Cape, soid the question of whether to reinvest in South Africa was not an educa-

Williams, and others.

Northeastern University

major political actors. "Everyone but at what noint? That really is a political question, he said. think everyone would wish it could be sooner rather than later."

Mr. Gerwel said the need to invest in education was not a matter tioned that links and exchanges with overseas universities needed to be carefully constructed with lone-term goals in mind.

The University of the Western Cape, he said, had been "overwhelmed with approaches for copneration and linkages, and we are actually becoming unite selective." The university has decided that it will enter only into such 2 partnerships with clear objectives related to institution building to 'capacity building,' as the World

For example, he said, Western with the University of Missouri that was focused largely on building up the South African institution's academic-development progrant. Major components of the partnership were faculty exchanges and joint research proj-

Mr. Gerwel said support certoinly should be given to South Afri-ca's historically black universities. whose needs were more apparent than those of other institutions. But, he added, "nation building is not un obliterating exercise. It's not about destroying unything at the historically white universities including the Afrikaans universi-

#### 'Quite Exciting Things'

Mr. Gerwel said some Afrikaans universities-Including the University of the Oronge Free Sinte, which had been among the most conservative in the countrynow "doing quite exciting things" and were enrolling growing numhers of black students, "So these Institutions should be maintained and developed as well," he said.

Ben Khoupa, academic registrar

Conlact: Dr. Ronald Balley. Chair,

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Virginia Sanchez-Korrol, Diana Slaughter-Defoe, Linda

on Black Studies Theory and Crisis of Black Education,

Capa Tawn's Mamphels Ramphela; "For a lang while the majority

of the black University of Fort grams of assistance should be de-Hare, said he would like to see ex. staned in consultation with organichanges of graduate students and al lenst to a reasonable level of development that will enable them to count themselves among just the universities in South Africa," he

Mr. Khoana said he had invited experts from Cornell University. Michigan State University, the University of California at Davis. and the North Carolina Agricultur al and Technical University to come to Sauth Africa to help develop a full-lime master's degree program in agriculture at the Universi-

Mr. de Vries, the Stellenbosch rector, said his university-after years of Isolation enforced by an international academie boyeottwas now laoking at proposals for exchange agreements with univeraities all over the world. "We are flaaded with exchange proposals-I've got 10 or 11 proposols lying here right now," he said. Among them, he said, were proposals from the University of Leiden in the Netherlands, the Catholic University of Louvaln in Belgium, and the University of Bordeaux in France.

Mr. de Vries said overseas unl. versities could support and assist Sauth African higher education through programs that would bein new developments in their fields."

### Call for Exchange Programs

John Samuel of the ANC oald he would like to sae more links beween overseas universities and those in South Africa, including ex-nize financing for scientific rechange programs and staff and pro-

zations in the country, such as the lecturero, "Black universities need. South African Students Congress to raise their capacity for research. ond the Union of Democratic University Stuff Associations Mr. Samuel soid South African

universities needed to toke bigger steps to address the racial imbulances that exist in their staff and student populations.

"American and other universities need to consider those us criteria when they enter into relation-

# Close British Election Puts Spotlight on Votes by Professors and Students

Continued From Page A36 by the end of the century student numbers would be double what they were in 1979.

That year is crucial in British political calculations, since it was when Labor lost office and Margaret Thaleher came to power. She was ousted by Conservotive Members of Parliament in 1990 and reblaced by John Major. After initialy emphasizing his own lack of academic eredentials. Prime Minister Major's rhetoric has stressed educational opportunity.

#### Labor Promises More Money

Labor promises to expand opportunities for adults to return to higher education, possibly by increasing grants for Onen University ty programs. The party also pledges more financial support for 'access courses" and programs to help students become better, prepared for higher education.

Labor also promises to reorgasearch. Recent efforts by the party fessional development projects. to present itself as financially re-But he stipulated that such pro-sponalble have led its spokesmen

to distance themselves from earlie commitments to large-scale additional expenditures on education and science.

The Conservatives, in contra have tried to distance themselve from Mrs. Thateher's legacy of spending cuts. The budget for sci entific research is to increase sharply over the next three years. Even after allowing for inflation spending on non-military science research will, by 1994, be 30 pe

cent higher than it was in 1980. If neither the Tories nor Labo come out of the election commanding a majority in the House of Commons, the next government might need to rely on support from smaller porties in which academie influ ence might be strong.

d eventually be limited to a Both the Scottish National Party leam of 40,000 students at any and Plaid Cymru, the Welsh Na tionalist Party, boast strong aca-demic contingents. The Liberal Mon \$82-million of the threea bodget will be spent on estab-Democrats have even gone so far oo to promise to raise income taxes doubling the number of specifically to pay for extra educaat the State University specifically to pay for exact to the sale Polytechnic of Milan; double student numbers within the sale and sale polytechnic of Milan; double student numbers within the sale polytechnic at Naples Unieight years. mong other things.

# M's Crowded Universities Would Gain Antonomy Under New Law

and From Page A37 sided protests—which inpted many Itulian canistir weeks in early 1990 and walter mass arrests. But d the issues on which the ou focused have been reflectwforms that subsequently a adopted by the govern-

ndiag Still an Issue

wding there and at other

ons together encolled all

inkling the number of

dents entering the

(c universities is

Adents will finish and

sin Italian universities in aca

crowding has been a prob-

at several uf the universities

yours. Putting limits out enroll-

all was one way to try to salve

problem, and while it was the

thit the real risk of new student

fotests, lastend, Mr. Ruberti de-like to push forward with a plan

to add buildings to existing

rouses, decisions that the stu-

is look as a major concession

tepan of the government.

las full Mr. Ruberti won ap-

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Marantee that

Juyeurs after these protests, Strained Resources ming about what a public Dr. Ramphele, whose partfolio pesity's autonomy should includes Cape Town's equal-optois na longer un issue tor partunity programs, said that other ats," says Franco Rizzi, the areas she felt should be emphaenter in charge of internasized by overseas donnes included d minions at La Sapienza, academic support and financial aid anthe original University of for black students—"because for a The institution, whose lang while to come, the majority of greens wisdom, claims to be black students will not be able in afford to pay their fees." al of Europe-it enrolled She said the university's own ream didents in 1990-91. The by haly's students has result-

saurces were strained because of cuts in covernment subsidies and changes aimed at easing the it now is seeking uutside support for its libraries, "We need support to be table to buy books for our lifarinevery five universities in have public, and the 67 public tu juurnals that are impossibly expensive," she said. 10000 of the 1.3 million stu-

Asked whether the historically black institutions needed support more than the liberal, racially open universities, she said she rejected such an appruach to the issue.

"Each institution hus its unique needs," she said, "and peop wonting to support South African higher education should look a what each institution offers an choose what they feel is appropri ole for them to support.

Dr. Ramphele onid the argument that histurically block universities should be supported over other in siltutions was "very destructive, because to kill off ucr because it thun Fort Hare is a nonsense idea You can support both. You don't The new university in Rume, to open in the full, will offer degree programs in architecture, economengineering, law, mathemat ics, natural sciences, physics, unil political science. Rather than settling on one location for the univer sity, the government opted for two campuses, both reasonably class to the city center; one in Valco Sar

ria de la Piedad area, in the north At the outset, classes will be held in rented buildings. The rector at La Sanienza, Ginn gio Tecce, says he is counting an the new university in Rome to help solve some of the problems at his

Paolo, a district in the south of the

city, and the other in the Smita Ma-

## campus, especially the overcruwd-Learning From Mistakes

The location of the new university's two compuses indicates that the government learned from its mistakes. In an earlier bid to ease the overcrowding at La Sprienza the government elecided 11 years agn to open a second public univer sity in Rome, called for Vergata. But the city approved unly one location for the university, which was miles from the center of Rome in an area not well served by public

As a result, enrollment at Tur Vergata hovers around 10,000, while more than 180,000 students now attend La Saplenza, about 6.6 per cent more than enrolled there five years upo. Mr. Rizzi, the vicerectin at La Sapienza, suys the ilis-parity can ensily be explained: "La Sapienza is situated near the city center; for Vergatu is in the

Mr. Rizzi snys a principle running through all of the government's expansion measures is that the overcrowding and congestion higher calucation should be salved not by breaking up existing universities and spinning off entire schools and faculties to become separate single-discipline centers. but by creating new, smaller uni-

Antonio Ruberti, Minister for Universities, gets credit for reforms

that are halping to modernize higher education in itsly.



Franca Rizzi of Rama's La Sepianza University higher-sducation system is Darwinian,

approach is essential if institutions ure in preserve their identity and culture as universities

Fasing the overcruwding by expunsion is seen by many here as one way to help lower the ostonishing dropout rate in Italian higher education. About 70 per cent of all students who enter universities do not slay to cumplete a degree progrum, which usually takes five or

"Ituly's higher-education sys-tem is Darwiniun," snys Mr. Rizzi. But limiting the number of students entering the public universities is tan guarantee that students will finish and get jobs at the end. The 30 per cent of students whu do complete their course are now very good indeed. They have done so neainst ull the odds

The government has taken of her

versities. Mr. Rizzi snys the latter steps to raise the numbers of graduating students and at the same time modernize the system.

For instance, in anticipatian of the Europeon Community's move in 1993 to a single econumic market, the Italian gavernment's three-year higher-education plan calls for the introduction of some 800 new, shorter courses of study in which students con earn degrees or diplomas in two to three years. About 150 such programs in engi neering, medicine, and business of ready are being introduced.

Mr. Rizzi says the shorter courses will insure that the type of student who now drops uut of the public universities with nothing to show for the effort will, in the fu ture of least, leave with some form of eertification.

In addition, the degree refor seeks to correct some of the distortions that now exist in Italion higher education between the eourses of study most popular among stu-dents and the qualifications in greatest demand in the labor mar-ket. In 1989-90, far example, Italy's universities produced 12,000 awyers but only half that number of engineers-but there is a shortage of engineers while many law yers are unemplayed. Similarly, studies at the ministry for universities reveal that public universities are now producing fewer pharmaeists, agronamists, and technical instructors than the market needs.

#### Steering Clear of Protest

Faculty members at public and private universities alike sny the reforms and expansion plans are proof that the government wants to avoid, at all coots, a repetition of the nationwide student proteats of two years ago.

But beyand that, Mr. Ruberti's solicies reflect pressures to make Italian universities more efficient. Indeed, tap ocademic and government afficials credit the minister for providing the leadership that has long been needed to shake up higher education, Mr. Ruberti,

who has remained in his post in the caretaker government, is running He is expected to retain his cabines. nost in what will probably be yet another coalition government.

Fabbio Matarazzo, who has responsibility for universities at the Ministry of Public Instruction. forms levely because their own concerns have been met. For example, the government agreed to make a concession to students and wrote a guarantee into the proposed new autonomy law that states, "The essential workings of a public university, including paying for faculty and non-faculty salaries and for research and infrastructure, will go on being guaran teed by the state.

#### Student Concerns Eased

"As a result," Mr. Matarazzo says, "getting private financing at a public university is seen as some." thing extra, and the risks of a prirate company's influencing the content of university courseswhich is what concerned the students so much-are now mini-

In publition, under the autonomy law, students for the first time wil have a formul rule in the govern ance of the public universities. The law provides for the formation of a new student sennie on each camrelation to enurses, schedules, ueudemie assexsment, and student

The legislation also includes pro-

"The new university-

autonomy law represents an attempt to combine

the philosophies of a

European welfare state with a market economy.

more secessible to Italians regardless of their social and economic

All in all, the framework seems to be set for more students to enter Italian public universities, not fewer

#### Increasing Efficiency

Agninst this background, the government hopes to increose the efficiency of the universities by allowing under the new nutonomy from regional and provincial governments and companies a place on the administrative conneils of the atate universities. This comes after criticism that public-university management, and the administro tion of the budgets at those institutions, has been lox.

The new law also includes a proposal lo act up, for the first time, an independent body of outside experts charged with monitoring the use of nublic funds at the universi-

"The new university-autonomy law represents an attempt to combine the philosophies of a European welfure state with a marketer economy," says Mr. Rizzl. "What is not clear yet, however, is which philosophy will prevail,"



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1 ASYALE UNIVERSITY continues to cope with its figureial difficulties (The Chronicle, March 25), Fronk Jamer, provost since 1988 and chief arganizer of the mersity's "restructuring" committee, announced last sekthal he would return to full-time teaching and istarch in the history department at the end of this

ademic year. Hewill be succeeded as provost by Judith S. Rodin, a salessor of psychology and of medicine and psychiatry asbecame the first woman dean of the university's (radiate School of Arts and Science last July, She will be telighest-ranking woman academic officer in the lvy lagat-but not the first female provost at Yale Inversity. Hanna H. Gray held the post before lecoming president of the University of Chicago in 1978. labsletter of resignation, Mr. Turner said he looked fenard to continuing his work in British and European itelectual history. "I take much encouragement from thexample of John Henry Newman, who wrote his most agortant books after having been a university ministrator," he said.

branouncing the selection of Alexander M. Sanders, has the next president of the College of Charleston, Joe Eleny, Jr., chairman of the college's Hourd of fustees, said, "The board is very happy to have a person dalex Sanders's caliber as the next president." Some tembers of the faculty and staff are not suchappy—as Mr. Bury seemed to acknowledge by continuing. "The bad received numerous written comments from faculty adstaff, all of which were cronsidered and discussed." The presidential search had been contentions from the stat, and the faculty recently requested a delay in the

ning of a president "in a der to provide for faculty upstafter the candidates have been interviewed." Urilies ded Mr. Sunders's lack of experience in higherdication administration and his political connections to tembers of the board. A former member of the South Carolina legislature , Mr. Samders has been chief judge of the South Carolina Court of Appeals since 1983 and has bught in the law schoods at the University of South Carolina and Harvard University.

Mr. Sanders will succeed Harry M. Lightsey, Jr., on October 1

Also named to a presidency was Joseph D. Olander, horesigned in September 1990 as the chief executive of rergreen State College following a long dispute over is academic credentials. Mr. Olander, who earlier served wire-president of the University of Texas at El Paso. all become president of Teikya Westmar University in wa on May 1. The miversity was formed when estmar College merged with Japan's Teikyn University

When Beetrix A. Hamburg succeeds Robert J. Serty as president of the William T. Grant Foundation a July I, she will join her husband as president of a Elional foundation. David A. Hamburg is president of the Carnegie Corporation of New York.

lames Boren, founder of the International Association Professional Bureaucrats and publicul-science scholarresidence at Northeastern State University in Rahoma, is once more running for President. (He last ran 1984.) His eampaign literature is headed "Honest Jim or President—the grandpa from Tahlequah. I have hal it takes to take what you've got."

Gazette APPOINTMENTS, RESIGNATIONS, BEATHS, AND COMPOST VENTS

Nama Valley



Sheita E. Megley Salve Regina



Beth I. Warren Cornell University



University of Paget

University of Missouri

\* New college and university chief executives: Albright College, Ellen S. Hurwitz; College uf Charleston, Alexander M. Sanders, Jr.; Columbia College Chicago, John B. Duff; Fullun-Montgomery Community College, Jucqueline D. Taylor; Jackson State University, James E. Lyons, Sr.; Morehead State University (Ky.), Ronald G. Eaglin; Napa Valley College, Diane Carey; Oakland University, Sandra Packard; Salve Regina University, Sheila E. Megley; Teikyo Westmar University, Joseph D. Olander; University of California at Riverside, Raymond L. Orbach; University of California at Santa Cruz, Karl S. Pister; University of Missouri at Rolla, John T. Park; University of Puget Sound, Susan Resneck Parr.

Other new chief executive: William T. Grant Foundation, Beatrix A. Hamburg.

### Appointments, Resignations

associate dean of the school of allied health at Texos Tech U. Regist Brooms, director of development ut Tuffe U., to vice-president. Diano Garsy, vice-president for finituation at Napa Valley College, to president and

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CONFERENCES, WORKSHOPS

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#### IN THE ASSOCIATIONS

Oavid Leater, professor of psychology a Richard Stockton State College, has bee elected president of International Associ-ation for Suicide Prevention.

Jonethen M. Drayer, regional operations di-rectur al Stanley H. Kaplan Educational Center (New York), to vice-preadent for marketing.

Beatiz A. Hambarg, professor of psychiatry and pediatries and director of the division of child and adulescent psychiatry at

Mount Sinai School of Medicine, to neci-dent of William T. Grant Foundation. Peruls C. Rickon, director of planning at U. of Connecticut, to associate in charge of the Boston office of Ira Fink and Asso-ciates.

#### Deaths

William H. Grown, 5tl, Bruth, id Monayor of B. Coutta Custa Custamily College for Friend Custa Custamily College for Friend Custamily St. 18 mm Francisco Williams Garlay, 6tl, producer of Black State (1994). Under Vorta, March 1995, 6th Producer of Clarance F. Gunblo, 67, former disparent disparent College of Virginia, March 13 m Behrmand, Viv.

tobort A. Cooper, Jr., 59, head of the can-cer center at U. of Rochester, March 19 in cere center at U. of Rochester, Morth Fris Kochester, N. V. Louis J. Gominna, A., Hortower of none-synchology at City College of City U. James R., Hernbloogar, St., Sowscher for Festor of morte at U. of Wiccone Festor of morte at U. of Wiccone Hortower at U. of Wiccone John W. Hornell, Sp. conceilinate of the St. weekalb U., Morch 12 in Richmand, V., weekalb U., Morch 12 in Richmand, V., Morch 13 in New York.

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ohn C. Shaehan, 76, professor emritus di
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Technology, Murch 21 in Key Biscapat,

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Hanty B. Smilit., 74, former vice-grand, and dean fur research at North Cardina Stote U., March 15 in Raleigh, N.C. Jean E. Spancar, 58, former deputy chancellor of U. of Moryland System, March

cellor of U. of Morpland System, Marc 19 in Lambara, Md. saccisted vicenti-teen for rubersity merketh up and steel the for rubersity merketh up and steel the control of the control of the latest lin Ann Arbor. Mich. John O. Ritong, 37, former head of the la-crothay at U. of Morbert, Marc. Allen Tubber, professor of hisher clean's a Florial's Sites U., March 4 in Tubber see, Plu. Shirty Ulliman Weden, S. professor of U. of New York, March 12 in Breelly, N.Y.

iding Communities that Works statunding the Link Between Power and Colture 1-10 Mel King, Antonin Dander N.Y.
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9-11: Languagan, "Gender and Gente— From Illusion is Reality," needing, Col-lege Language Association, University of Tennessee, Karaville, Tenn. Contoct: James J. Davis, (2021-806-6758,

James J. Bavin, (2021 Stab-2738

- Stal. Phenomenology and literalistics, "Allesony Old and New-In Literature, the Fine Arts, Reality," annual oundercace, international Society for Phenomenology and International Society for Phenomenology and Literature, Cambridge, Hossy, Common Literature, Cambridge, Hossy, Common Literature, Cambridge, Hossy, Common Society Institute, 1617/489-3599.

- 511 Philosophy, "Fluring the Self," symposium, University of Iowas, Iswa City, Contacts, Commerce Society, Computer Commerce Society, Contacts, Commerce Society, Commerce Commerce Society, Commerce

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13: Philosophy. Annual meeting, Wisconsia
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# Palm Sunday

12-14: Librariea. "Academie Librariea: Achievina Excellence in Higher Bduea-tion," nalianal conference, Association of College and Research Librariea, Salt Laka City. Coninct: ACRL, (512) 280-2516.

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28-36-t Uterney. "Resching America" s Edu-cation Coals Through Parnity Literacy." conference, National Center for Family Literacy. University of North Carolina, Chapel Hill, N. Contact: Sharon Dar-lird, 15/12, 84-112, fas. 16(2), 584-0172. or Rachel Davies. (919) 962-1124. [as. (919) 962-2061.

9-12 Health. National Community 1 vides the Wellner's Lordinary Control of the Co

Studies, (612) 624-981 I.

18-18: Philosophy and psychology, Mecting, Sosihern Society for Philosophy and Psychology, Memphis. Contoct: Richard Barns, Psychology, Ocurgio Squithwestern College, Americus, Ga. 31709.

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17-18: Internitional Insules. "Son Diego-Täsuan Berderlands Problem and Pra-cels.", interdiscillatory symmosium. Section 18-18 and the Con-tract of the Control of the Con-cept of the Control of the Con-cept of the Control of the Con-trol of the Control of the Control of the Con-trol of the Control of the Con-trol of the Control of the Control of the Con-trol of the Control of the Control of the Con-trol of the Control of the Control of the Con-trol of the Control of th

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16-19: Philosophy. "Fisarins the Self," sympasium. University of lowe, lowe City. Contoct: Knie Neckerman, Project on Rhetoric of Inquity, 700 Seashore, Hall, University of Jown, Jown City 52241.

32241.
18-21: Geography. Annual meeting, Asao-elation of American Ocearaphers, San Olego. Contact: AAO, 1710 16th Streat, N.W., Washington 20009-3198.

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Chleage Sahurdoy, October 17, 1992 Salurdoy, October 31, 1992 Salurdoy, October 31, 1992 San francisco Hillon 8:30 a.m. – 3:30 p.m.

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#### Coming Events

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## CONFERENCES, WORKSHOPS

The Schomburg Center for Research in Black Culture

b pleased to surrounce a symposium, "The Diversity of the Advisor-American Religious Experiences A Continuing Dialogue," May 19-30, 1992. This symposium will assess the Experiences A Continuing Dialogue, "May 19-30, 1992. This symposium will assess the tensor that the Advisor and Accord Crimina Traditional Accordance Accordan

For information contacts Preservation of the Black Religious Heritage Project Schomburg Center für Research in Black Culture 515 Malcolnt X Boulevard, New York, NY 10037-1801.

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### Deadlines

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#### **FELLOWSHIPS**

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May 12 Education research, Applications for armits for education research. Cun-tact: Diane Jones, Department of Educa-tion, Room 308F Capital Hace, 553 New Jersey Avenue, N. W., Wushington

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## The Chronicle of Higher Education

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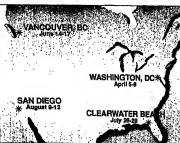
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# Point of View B. Homas P. Wallier

TINGE THE 1950'S, American public higher education has grown astronomically, has seen its mission expand broadly, and thy most standards) has significantly improved the quality of its programs, brevitably, higher costs have followed. Now quality instruction and scholarship are being threatened by the unwilling ness of state legislatures to provide sufficient anpropriations to support the country's mature systems of noblic higher education.

The expansion of the scope and missions of state colleges and universities has not been accompanied by a comparable evolution in fiscal policies and macrices. An inability to abundan outmoded principles--such as low public-college tuition and heavy reliance on state tay revenues-has created a national crisis for the financing of public higher education, preventing institutions from reaching their full potential and denying many low- and midille-income students necess to a full range of educational notions.

Public higher education must overhand its polieies and financial strategies if it is to become truly affordable once again and provide adequate accesfor students from all economic backgrounds. The 1950's mindset that assumes that state tax revemes should provide almost all of a public institution's budget must be abandoned.

We must acknowledge that states no longer can or will provide the bulk of public college and miversity budgets. Consequently, we also must modify the his-toric low-tuition philosophy used to set prices at our public institutions. While I recognize how controversial such a recommendation is, I think a strong case can be made for a shift to a high-tuition policy, with much students. This approach, used by many private colleges, has achieved the appropriate correlation between costs and family income, a correlation that unforumately has eladed state institutions.

The basic principle of public higher education should be that all qualified students, regardless of family income, should linve access to nov state college or university. The reality, however, is that students increasingly are being lumped according to family income into two-year and four-year commuter colleges and residential universities. In the future, budget planning must directly and formally link students' costs, students' needs for financial aid, the ability and willingness of the legislature to provide tax revenues, and realistic calculations of the revenues that institutions need to perform their missions.

Over the years, too many college leaders have clung to the myth that public higher education can accomplish its goals in II framework of low tuition and declining tax support. But this policy has not and will not provide a satisfactory fiscal strategy for state colleges and universities in coming years. Costs at public institutions already have exceeded what low- and middleincome familles can afford to pay, and costs will contin-

Yet the tuition increases, which have sometimes been called irresponsible by the news media and the general public, were necessary because of the decline in state tax support. From 1971 to 1990, for example tuition at Illinois State University increased 225 per cent; state tax support increased by only 100 per cent. and the Higher Education Price Index increased by 189 per cent. In Ulinois, tax support for public universities declined 4.5 por cent in constant dollars from 1980 to 1990, while the number of degrees conferred increased 7 per cent. Yet public universities in Illinois, as in other states, are under attack for supposed lagging produc-

Many higher-education leaders behave as if state legislatures will invest enormous sums of tax dollars in higher education as soon as the economy improves The reality is that neither the dollars nor the will to he generous to higher effucation has oxisted within many state legislatures for some time. Historically, the pro-



# The Inequities of Low Tuition

Outmoded policies have created

portion of state budgets devoted to higher education eached a maximum of 23.5 per cent in 1968 and steadily declined to 18.3 per cent in 1990. There is reuson to expect this decline to continue, given widespread voter opposition to tax increases and the fiscal pressures exerted by other more politically attractive issues. such as needs for improved health care, prisons, and programs for the elderly.

We must add to this analysis the fact that low publicuniversity tuition provides on inequitable and unneeded subsidy for higher-income families, from which a large portion of public-college students come. Further. in several states, including Illinais, lower-income families pay a higher proportion of their incomes in state toxes than do wealthy families. For example, when all sources of state taxes are considered, the poorest 20 per cent of Illinois residents paid 16.5 per cent of their income in state taxes in 1991; the wealthiest 20 per cent paid 8.5 per cent, and the top I per cent paid 4.9 per cent. The result of such regressive state tax structures is that wealthy families with significant disposable income have access to high-quality public colleges at tultion rates that are far below full cost and that are subsidized to a greater extent by lower-income fam-

Illinois State University receives approximately \$63million in state tax support for approximately 22,000 atudents, a tuition subsidy of about \$2,800 for each student. This tax support permits the university to charge a tuition \$2,800 less than the real cost. The II per cent of isu students with family incomes exceeding \$100,000 a year benefit from this tuition subsidy equally with the 33 per cant of the students whose family incomes are under \$50,000. At Illinois State University, where students' average family incoma is almost 60,000, 46 par cent of the students have sufficient resources to pay the \$7,700 charged a resident student, according to federal guidalines on what families can afford to pay, and 34 per cent could afford the full \$10,500 cost (\$7,700 plus the \$2,800 state subsidy).

The Notional Center for Education Statistics estimated that states spent \$8.6-billion in academic 1986-87 for mition subsidies for public-university students who did not have financial need. That year, \$8,6 billion would have financed the whole Pell Grant program at its \$3.6-billion level and left \$5-billion for grants to replace student lonus or for other purposes.

A new financing model based on high trition and high financial aid (which t call the "high financial sid-tuition equity model"I could provide both the revenue that institutions need and more assistance for financially needy students. This model requires that much higher tuition be charged in order to collect a greater percentage of the full educations costs from students who can afford to pay them, It also requires that a significant portion of the added tuition revenue be used for grants to low-income and lower-middle-income families to help them pay the higher tuition. While air institution would have a higher "sticker price," the "real cost" would vary more dramaticulty within an institution's student body, based on the ubility to pay, than is now the case in public institutions.

According to this model, current tax subsidies for institutions would continue, but public policy would be modified to create a "secondary subsidy" for needy students-the grants derived from

the increased tuition revenue. Critics of this model point out that legislators could take advantage of this approach to further reduce state appropriations to publie colleges and universities. Given the gradual reduction in the proportion of tsu's state budget derived from tax revenues—from 93 per cent in 1970 to 65 per cent today—how much longer can public-higher education persist in the expectation that legislatures will return to the old patterns of support?

History teaches only if it is rend and used for future strategies. How unaffordible must a residential public university become before the risks and problems usso ciated with new tinuncial approaches look more prom ising than the old methods that aren't working?

As un example of such a strategy, during the 1988-89 academic year, the average unmet need for student financial aid at 150 was \$392 a student. If thition had been \$250 a semester higher, with 40 per cent of the increased revenues committed to student aid, the overage unmet financial need for each student would have been reduced 67 per cent, to \$129. An udditional \$6.4million (a 6.7-per-cent increase in what the state appropriated) would have been available for university oper-

AST FALL, the University of Culifornia system. facing a \$295-million budget shortfall, increased tuition leatled a fee in California) by 40 per cent, or \$650. Twenty per cent of the tuition increase was used for student grants of up to \$650. This resulted in students with fumily incomes of less than \$30,000 receiving the full \$650 grant, fully covering the tuition increase. Students with adjusted family incomes exceeding \$30,000 received decreusing amounts of assistance, according to income levels.

Using the California model, if tsu tuition had in creased \$650 io 1988-89, with 25 per cent of the additional revenue devoted to student assistance. 29 per cent of the undergraduates would have received grants totaling \$3.2-million, and the university's operating budget would have increased \$9.4-million, a 9-per-ceat Increase over state appropriations.

Clearly, the nation is witnessing a significant crosloo of the financial foundation of public higher education. New financial strategies must be found. One such strategy, the higher-tuition and high-financiol-aid model, cao provide additional operating doffars, shield lowand middle-income families from tuition increases, and limit the need for additional state tax support, which is, and will continue to be, in short supply,

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